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Algeria	5.00	Iran	135	Nigeria	120
Austria	15.5	Israel	15.70	Norway	4.50
Bahamas	0.40	Jordan	1.00	Poland	0.50
Belgium	20.0	Kuwait	4.00	Portugal	40
Canada	15.10	Lebanon	1.00	Spain	160
Ceylon	400	Libya	1.00	Sweden	4.50
Denmark	4.50	Malawi	0.20	Switzerland	4.50
Egypt	8.5	Malaysia	30.0	Taiwan	1.00
Finland	4.5	Marshall	1.00	Thailand	1.00
France	4.00	Mexico	1.00	Turkey	1.00
Germany	2.00	Moldavia	1.00	U.S.A.	1.00
Greece	20.0	Morocco	1.00	U.S.A. (Excl.)	1.00
		Norway	1.00	Venezuela	1.00
		Poland	1.00		

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Kekkonen Resigns At Age 81

Finland's Leader In Post 25 Years

HELSINKI — An era of Finnish and international politics ended on Tuesday with the announcement that Urho Kekkonen, 81, president of Finland since 1956, has retired because of poor health.

President Kekkonen has been on leave since Sept. 10, suffering from what his doctors said was a disturbance of thought and memory faculties caused by a poor flow of blood to the brain.

Their medical certificate, accompanying Mr. Kekkonen's formal letter of resignation on Tuesday, disclosed that he had been suffering for some years from arteriosclerosis, a thickening and hardening of the arteries common among people of advanced age.

Finland's political parties paid tribute to Mr. Kekkonen, who maintained relations with the West for 25 years while pursuing a policy of reconciliation and understanding with the Soviet Union.



Elections Set

Elections to select Mr. Kekkonen's successor have been set for Jan. 17 and 18, and public opinion polls show that Social Democratic Premier Mauno Koivisto is a likely candidate. He has been deputizing for Mr. Kekkonen since he went on leave.

Deputy Premier Eino Uusitalo, a close acquaintance of Mr. Kekkonen, paid tribute on Tuesday to the president's powers of judgment.

Mr. Uusitalo said: "The leader of the Finnish people, a man with a unique record, is now ending a quarter of a century's work as president of his nation and country."

"The Finnish people have had to rely time and again on his long experience and his cool powers of judgment when confronted with problems of external and internal affairs."

Mr. Kekkonen was first elected to the presidency in 1956 by agrarians and Communists and retained their backing throughout his years in office. But later he was able to command the support of all the other major parties in Finnish politics.

3 Senators Switch, Favor AWACS Sale

Reagan Within 4 Votes Of Blocking a Veto

WASHINGTON — President Reagan managed to switch three opponents and picked up five other votes from among the uncommitted Tuesday in a major gain for his fight to rescue an \$8.5-billion Saudi arms sale from Senate defeat.

The gains put the president within four votes of a victory for the sale of Airborne Warning and Control System planes and F-15 fighter-bomber weaponry.

The latest count had 52 senators declared against the sale, 46 announced or leaning in favor, and two undecided.

Switching in favor of the sale were Sen. Roger W. Jepsen, Republican of Iowa, who had been a declared opponent, and Sens. Charles E. Grassley, Republican of Iowa, and J. James Exon, Democrat of Nebraska, both of whom had been leaning against it.

Five senators who had been uncommitted came out in favor of the sale Tuesday. They were: Bob Dole, Republican of Kansas; Harrison Schmitt, Democrat of New Mexico; Walter D. Huddleston, Democrat of Kentucky; David L. Boren, Democrat of Oklahoma, and Frank H. Murkowski, Republican of Alaska.

At the White House, President Reagan lobbied senators individually for the second day in a row Tuesday and David R. Gergen, his chief spokesman, said that the president was "very encouraged" by the day's developments.

Describing the administration as being "within a very few votes" of winning Senate approval, Mr. Gergen said: "We definitely can win. The game is closing. We're within a handful of votes."

Mr. Gergen said that the president was spending much of the day "in what we call quiet persuasion," meeting separately with at least nine senators in the study in his living quarters.

In addition, Mr. Reagan telephoned a number of senators and plans to continue his meetings Wednesday.

Despite his success with others, the president failed to sway at least five opponents — Sens. Paula Hawkins, Republican of Florida; Howell Heflin, Democrat of Ala-

West's New Proposals on Namibia Believed Acceptable to Angolans

From Agency Dispatches

LISBON — A five-nation negotiating team has secured Angolan support for the West's latest proposals on independence for South-West Africa (Namibia), diplomatic sources in Luanda said Tuesday night.

The sources, contacted by telephone from Lisbon, said the Angolans had responded favorably to the proposals during a long meeting Tuesday led by President José Eduardo dos Santos.

But a senior West European diplomat in Luanda said it was still too early to speak of a breakthrough on the dispute over the former German colony, where Angolan-backed guerrillas are fighting South African rule.

During Tuesday's talks with Angolan leaders, Mr. dos Santos told the delegates: "It has not been easy to convince the parties involved in the Namibian conflict — essentially... SWAPO on one side and South Africa on the other — to establish the understanding needed for a cease-fire to be signed and the transition to independence to begin."

His remarks, raising hopes that a cease-fire might be within reach, followed a declaration by Mr. Nujoma on Monday night that he was willing to sign a cease-fire agreement with South Africa to enable a UN force to be set up in Namibia. This would be within the framework of the UN Security Council resolution on the territory's independence.

But Mr. Nujoma also said that if the resolution is not implemented, SWAPO will "continue the armed struggle until final victory."

Angola's official news agency, giving Mr. dos Santos' reaction to the new proposals, quoted him as saying that all sides in the conflict now had an opportunity to work out a "just solution" to the territory's future.

Mr. dos Santos' comments appeared to signal a shift from his government's earlier reluctance to participate in Western proposals on Namibia.

The 15-man mission from the Western "contact group" on Namibia — the United States, Canada, West Germany, Britain and France — later left Angola for South Africa and further talks on the proposals.

It will then visit Namibia for talks with the South African-backed internal political parties before completing its two-week African tour with visits to Botswana, Zimbabwe, Zambia, Mozambique and Tanzania.

Radio Angola said the Western diplomats, led by Chester A. Crocker, the U.S. undersecretary of state for African affairs, were met on their arrival in Luanda by demonstrators waving anti-U.S. placards. "Reagan: Keep your hands off Angola," one read.

The Angolan news agency quoted the head of the French delegation, Jean Huseil, as saying on behalf of the delegation that its talks in Luanda had been very useful.

The diplomatic sources in Luanda said the two sides were closer after the talks. "The Angolan position was favorable and the attitude the Angolans took to the proposals was definitely optimistic," a source said.



Roman Catholic faithful gathered in prayer outside the grill of the main gate at the textile works in Zyrardow, Poland, during a Mass for striking workers that was being conducted at the mill.

Union Girds for Strike As Polish Troops Move

From Agency Dispatches

WARSAW — Troops moved into towns across Poland on Tuesday on the eve of a general strike by the Solidarity union and the government condemned what it termed "strike terror," including wildcat strikes involving 300,000 workers.

"The strikes affect the defense of the country," the official armed forces newspaper Zolnierz Wolnosci said. "We cannot play with the fate of our homeland."

The official news agency PAP accused Solidarity leaders of "holding a pistol in the government's hand" and warned workers against abusing the right to strike. "This time not just the government is at stake, but it is the whole nation, the state and Poland," PAP said.

The Communist Party in Olstyn and Bialystok ordered party members not to take part in the strike and the Polish radio said the party in Bydgoszcz was in a state of readiness to react to union decisions.

Solidarity said Tuesday that its one-hour general strike set to begin at noon Wednesday would demonstrate that "nobody can tell us we can't strike if it is necessary."

As troops were deployed throughout the nation, the union issued instructions to its 9.5-million members, calling out everybody except workers in vital services.

"The strikes affect the defense of the country," Zolnierz Wolnosci said. "We cannot play with the fate of our homeland."

The Warsaw Solidarity branch issued strike instructions to the region's nearly one million Solidarity members. All union members should take part, the instructions said, except those working in schools, inter-city transport services, food-processing and medical service and supply industries, radio and television and the power industry.

The statement said: "The strike will show our government that we will defend our members, that nobody can tell us that we can't strike if it is necessary, and that our masses, with [union chief] Lech Walesa at its head, represents the greatest number of people in our country... We are working very hard and we cannot agree with our government's policies and actions, because we want to live in better conditions."

White House Discounts N-Protests in Europe

By Lee Lescaze

WASHINGTON — The Reagan administration has dismissed the anti-nuclear protest movement that increasingly is complicating European politics as a minority view that will not affect U.S. plans to deploy a new generation of medium-range nuclear weapons in Europe.

"While these are obvious expressions of concern by a free people, they do not represent a widespread view of West European citizens," White House Deputy Press Secretary Larry Speakes said Monday in a statement.

"We feel this will not impact on our policies," presidential counselor Edwin Meese 3d added in a telephone interview.

Mr. Meese said the United States will follow the course agreed on by NATO in 1979 of deploying medium-range nuclear weapons while pursuing talks with Moscow on reducing nuclear forces in Europe.

The White House statement said that public opinion polls "consistently show strong majority support for NATO, and the West European governments certainly share our concern over what's clearly the main threat to peace in Europe — the increasing Soviet military buildup of recent years."

[On Tuesday, Defense Secretary Casper W. Weinberger acknowledged that the peace movement could become a matter of "considerable concern" if it spreads to the point where it affects policies of European governments, United Press International reported from Washington.

[Mr. Weinberger was asked what the U.S. reaction would be if protests reach the point of preventing European governments from deploying the weapons. "Well, if it should go into anything of that kind, I think it would be a matter of considerable concern," he replied.

[He repeated that a limited use of nuclear weapons starting in the European theater is conceivable, but stressed, "that is not the plan."

VICE President Bush also spoke



BOMB ALERT — A remote-controlled bomb disposal unit crosses road near Oxford Street Tuesday to investigate a suspicious package. Two packages — both proved harmless — were exploded as an IRA bombing alert continued. Scotland Yard sought six to eight suspects in the bombing on Monday that killed a man in the city's shopping district. Details, Page 2.

Dimming Outlook

The White House is preparing to retreat from its bright economic forecasts, but staff members are at odds over exactly how to do it. Page 11.

S. African Inquiry

Two principal figures in the Department of Justice's long investigation into South African attempts to influence U.S. public opinion are reported ready to cooperate with prosecutors. Page 5.

Recruitment

A special supplement, International Recruitment, appears on Pages 7S-10S.

NATO Moves Ahead With Program to Modernize Battlefield Arms

'77 Plan Is to Update Alliance Weapons to Fire U.S. Nuclear Artillery Shells

By Walter Pincus
Washington Post Service

THE HAGUE — While controversy swirls around NATO's plans to modernize its nuclear missile force in Europe, the alliance, largely in U.S. insistence, is moving ahead with a lesser-known program that would increase the West's capability to fight a short-range nuclear war.

The program, first drawn up in 1977, calls for delivery of additional new U.S. nuclear artillery shells to Western Europe, tripling the number of weapons capable of firing them and devising new, difficult-to-detect methods of delivering the weapons to the front lines.

The program, first drawn up in 1977, calls for delivery of additional new U.S. nuclear artillery shells to Western Europe, tripling the number of weapons capable of firing them and devising new, difficult-to-detect methods of delivering the weapons to the front lines.

A key portion of the program, adopted by NATO with much less public scrutiny than the controversial decision to deploy Pershing-2 and Cruise missiles in Western Europe, is moving ahead rapidly among U.S. forces, but has run into delays from some of the other countries, it was learned in recent talks with military sources in the Netherlands, Britain and West Germany.

The modernization plan also calls for delivery of new U.S. short-range nuclear artillery shells and an expansion in the number of 155mm guns and eight-inch howitzers that can fire them, the sources said.

The first of the new shells were to be neutron warheads for the eight-inch howitzers but controversy has stalled this part of the program. The White House has approved production of the new 155mm nuclear shell.

Before the program began, sources said, about one-third of the roughly 1,600 U.S.-built, 155mm and eight-inch artillery pieces in Europe were capable of firing either conventional or nuclear shells — dual capable, in military terminology. The goal of the modernization plan, as drawn up in 1977, sources said, was to give dual capability to all the U.S.-made artillery deployed with American and other NATO-committed forces.

The U.S. forces, sources in Washington said recently, have already completed a key portion of the modernization and will be able to fire the newer nuclear shells, but not all NATO allies have followed suit. The Dutch, for example, so far have refused to make all their eight-inch batteries dual capable, according to sources here. Other NATO allies reportedly have yet to make final decisions.

Modernization Program

The modernization program also called for NATO units to adopt new tactics to speed delivery of nuclear shells to front-line artillery without giving away their locations to the enemy.

Up to now, sources said, the few nuclear-capable artillery batteries were easily identifiable because they carried special communications equipment. Under the new program, special firing teams were to be held back from the front line and dispatched with their nuclear shells to the batteries that were to be used.

The plans to deploy medium- and long-range nuclear missiles in Western Europe, strongly pushed by the Reagan administration, have touched off mass demonstrations in Bonn, London, Paris and Brussels in recent days.

NATO defense officials, interviewed over the past weeks, justified the preparation for short-range nuclear warfare by citing the buildup by the Soviet Union through the 1970s of nuclear artillery and other short- and medium-range nuclear missiles. The buildup, they said, was in line with continued modernization of Warsaw Pact conventional forces, the officials said.

NATO Artillery

If NATO increased the number of its artillery pieces that could fire nuclear shells, one Pentagon official said in explaining the modernization plan, the Soviet Union would have to keep its forces dispersed along the entire East-West border to reduce the effects of a nuclear strike.

A top NATO general gave another reason. The acquisition by the Soviet Union of new short-range nuclear systems, he said, "made our nuclear artillery vulnerable." Once the Soviet Union begins producing dual-capable artillery, he said, NATO needed more of its own, based on the notion that nuclear artillery attacks nuclear artillery.

At the time the buildup of dual-capable artillery was approved by NATO's Nuclear Planning Group, it was thought these short-range systems would be far less controversial for the public to accept than the long-range ones.

One of the first steps in the program, however, was to manufacture new eight-inch shells to replace the 20-year-old ones now deployed with NATO forces. Those shells were not only to be longer range, reaching almost 20 miles, they were also to have neutron warheads. Neutron warheads use radiation rather than blast effects and heat as the main killing mechanism, so that, it is argued, they would cause less structural damage.

In June, 1977, a public furor broke out at the disclosure of the neutron warhead and a debate on whether to go ahead and produce it raged for almost a year, culminating in President Jimmy Carter's decision to build components but not assemble the controversial weapon. Meanwhile, discussion of other elements in the short-range modernization program faded.

In its place came a new emphasis on the need to push ahead with the longer-range Pershing and Cruise missile systems. Unlike the

Nuclear Artillery Shells

NATO's building of new nuclear artillery shells, although slowed by the controversy over the neutron shell, has continued.

A new 155mm shell has been designed. Although it was once planned to make it a neutron shell, that idea, sources said, has been dropped. Instead, it will have a larger yield than the shell now deployed, but still will be less than two kilotons.

The Carter administration refused to fund production of this new nuclear shell but in one of its first acts since the Reagan administration approved funding. The funds, however, are still in dispute in Congress where there has been long-standing opposition to having two types of nuclear artillery.

Sources on Capitol Hill and in the Pentagon said recently that they expect the dispute to be solved and a new shell produced for deployment within five years, unless NATO decides it is not needed.

6 to 8 Suspects Sought In London Bombing

LONDON — Scotland Yard announced Tuesday for a gang of six to eight Irishmen and women suspected of a role in the IRA bombing Monday that killed a man in the city's busiest shopping district.

Oxford Street, normally teeming with shoppers, was cordoned off Tuesday as police searched for devices similar to the 5-pound (2.3 kilogram) bomb that exploded in a Wimpy hamburger bar. The bomb killed a police explosives expert as he tried to defuse it in a basement toilet. Police defused a second bomb at Doheny's department store, 400 yards away on the same street.

At Scotland Yard, Deputy Assistant Commissioner David Powis declared at a press conference that the police were hunting an IRA gang of "six to eight people, possibly two young females."

Mr. Powis said that the suspects were believed to be still in London, possibly living as lodgers or short-term tenants. "The overwhelming likelihood is that they speak with Irish accents and may be recent arrivals," he said.

Network of Sleepers

Police said earlier that the bombers may be supported by a network of "sleepers" — IRA guerrillas infiltrated into Britain several years ago and activated for a new bomb campaign.

In the House of Commons, Home Secretary William Whitelaw appealed for public vigilance to help police track down the Irish Republican Army bombers who have struck three times in 17 days, killing 3 and injuring 38 persons.

"I can assure the House that the police are taking all possible steps, as they have done in the past, to bring the criminals to justice," Mr. Whitelaw said.

"They need help from the public and above all, vigilance. Any suspicious objects or actions should be reported to the police immediately," he added.

Meanwhile in Washington, House Speaker Thomas P. O'Neill, Democrat of Massachusetts, called the latest round of IRA bombings deplorable and urged Americans not to contribute to any organization that supports Irish unity through the use of such methods.

Arms Race Called a Risk To Economy

Palme Panel Reports Benefits Exaggerated

By Paul Lewis
New York Times Service

PARIS — An international panel on disarmament has agreed that the increased military spending that President Reagan is advocating to match Soviet spending risks making the world's economy worse rather than better.

The panel, known as the Independent Commission on Disarmament and Security Issues, was created last year under the chairmanship of former Premier Olof Palme of Sweden to act as a high-level pressure group for world disarmament.

It took as its model the Brandt Commission on development problems, a group headed by former Chancellor Willy Brandt of West Germany. That commission achieved a major success last week when 22 leaders of industrialized and developing nations met in Cancun, Mexico. The meeting had been organized at the Brandt Commission's suggestion.

Prominent members of the disarmament commission, which ended its seventh meeting over the weekend, include former U.S. Secretary of State Cyrus R. Vance, David Owen, former foreign secretary of Britain; George A. Arbatov, a member of the Soviet Central Committee; Lt. Gen. Oteugun Obasanjin, a former Nigerian head of state; and former Premier Mustafa Khalil of Egypt.

Speaking at the end of the session, Mr. Palme said there had been "a general consensus that there is now a strong economic case for disarmament. The \$500 billion a year spent on weapons, by itself, is "tying up resources and skilled manpower that can be more profitably used in other ways."

In addition, Mr. Palme said the commission generally agreed that "the beneficial effects of defense spending on employment and technological development tend to be exaggerated and will become more so in the future."

At previous meetings, the commission has supported the creation of nuclear-free zones as a concrete step toward more effective arms control; urged the United States and the Soviet Union to preserve their treaty limiting deployment of anti-ballistic missile systems; and called on Washington and Moscow to negotiate reductions in their European nuclear arsenals, as they have now agreed to do at talks that are to begin in Geneva on Nov. 30.

Economic Case

Situations Not Congruent

At closed sessions, participants said, the commission examined studies by outside experts that argued that higher arms spending was now more likely to promote inflation and unemployment than stimulate economic recovery, unlike the situation in World War II, when heavy military spending helped pull the industrial world out of the Depression.

Prof. Lester C. Thurow of the Massachusetts Institute of Technology said that the U.S. economy could safely afford any level of military spending considered necessary for national security, provided it was financed properly.

In the Korean War, he said, the U.S. government wisely raised taxes and imposed controls on the economy to limit the inflationary impact of higher military spending. But, Prof. Thurow said, President Lyndon B. Johnson tried to pay for the Vietnam War while also increasing social spending, leading to inflation and recession.

Carrington Says A-Missiles Are Safeguard Against War

LUXEMBOURG — British Foreign Secretary Lord Carrington on Tuesday defended NATO's plans for new nuclear missiles as a safeguard against war in Europe. At the same time, he criticized Western disarmament movements for "making war more likely."

In a speech here he explained the theory of deterrence behind the NATO plan to deploy new U.S. missiles capable of hitting the Soviet Union from European territory. Without referring to President Reagan's remarks about a nuclear war confined to Europe, Lord Carrington's speech explained how the new weapons are supposed to prevent any nuclear exchange.

Unless NATO ends the Soviet advantage in medium-range missiles, he said, Soviet planners may believe that "the West's only defense against Soviet theater nuclear weapons would be the intercontinental missiles in the United States and that America might not use these to defend Europe because of the prospect of Soviet nuclear retaliation against the United States itself."

"We have confidence in our American allies: But it is what the potential adversary may think that determines his behavior," he said.

In other words, the deployment of the new U.S. missiles would reduce any Soviet temptation to believe that Western Europe could be intimidated, according to the NATO theory.

Lord Carrington criticized disarmament advocates for distorting the theory of deterrence. "Failure to recognize this complicated but crucial fact about deterrence — that it rests on thinking out and blocking off in advance a variety of possible moves in the mind of a possible opponent — underlies many of the criticisms of Western security policy," he said.

"To do this is not in the least to have a 'war-fighting' strategy or to plan for nuclear war as something expected or probable. It is, on the contrary, to ensure that, even if an adversary believed in limited nuclear war, as Soviet writings sometimes seem to do, he could not expect actually to engage in one without losses out of all proportion to the desired gains," he said.

Lord Carrington said that many honest Europeans who advocate unilateral disarmament are "naively" emboldening the Soviet Union to create a European crisis or even launch a war.

66% in Belgium Oppose Cruise Bases, Poll Says

BRUSSELS — Two-thirds, or 65.9 percent, of Belgians do not favor deploying medium-range nuclear missiles in Belgium, according to an opinion poll published Tuesday.

Commissioned by two Flemish-language dailies, the poll reported that 41.8 percent of Belgians view such deployment as "very unfavorable" and 24.1 percent as "rather unfavorable."

Only 13.3 percent said they considered it "rather favorable" — plans to place 48 Cruise missiles here as part of a NATO deployment scheme in five European countries. A "very favorable" response was given by 5.2 percent, the poll said.

It questioned 1,621 voters between Oct. 14 and Oct. 18, or more than a week before last Sunday's march by more than 100,000 protesters through Brussels protesting the deployment of U.S. arms in Europe.



Chief U.S. delegate Max M. Kampelman, left, and chief Soviet delegate Leonid Iyichev talked in Madrid on Tuesday morning before the resumption of the European Security Conference.

Sparring, Gloom About Outcome Mark Resumption of Madrid Talks

By James Markham
New York Times Service

MADRID — Almost one year old, the 35-nation Madrid conference on detente and human rights resumed Tuesday after a summer break, with sparring between East and West in a plenary session and expressions of gloom about the gathering's outcome among delegates in the corridors.

Since it opened formally last November, the Conference on Security and Cooperation in Europe has labored to review and advance the 1975 Helsinki accords, which enshrined the word "detente" in the international diplomatic vocabulary.

But Western diplomats acknowledged that little true progress has been made, and, in private conversations, several senior delegates were pessimistic Tuesday that an overall agreement could be reached by a cut-off date of Dec. 15.

With the Warsaw Pact and North Atlantic Treaty Organization states at loggerheads over the convening of a post-Madrid disarmament forum, diplomats are already exploring ways of elegantly ending this conference while keeping alive the flickering "Helsinki spirit."

Speaking in plenary session on behalf of the 19 European Economic Community states, John Wilberforce, the British delegate, chastised Moscow for its occupation of Afghanistan, a crackdown on human rights activists and minority groups in the Soviet Union, the jamming of Western radio broadcasts and failure to give adequate notification of military maneuvers around Poland.

Alghan Opposition

"The people of Afghanistan continue to make clear their opposition to the Soviet-created regime by fighting or fleeing in ever-increasing numbers," Mr. Wilberforce declared.

He endorsed, on behalf of the EEC nations, a Canadian proposal for a post-Madrid "experts' meeting" on human rights, which the 25 Helsinki signatory states are pledged to respect.

Leonid D. Iyichev, the 75-year-old chief Soviet delegate, broke little new ground in his opening speech, according to diplomats

who took notes on it. Unlike some Western states, the Soviet Union does not release copies of its delegates' speeches in reporters in Madrid.

Mr. Iyichev, a deputy foreign minister, called attacks on Moscow's human rights record "cheap propaganda," and praised recent pacifist marches in Western Europe as a sign that "the spirit of detente is still alive." Mr. Wilberforce retorted that implementing the Helsinki human rights articles would give Soviet citizens the opportunity to demonstrate, too.

The growing pacifist and anti-armament movement in Western Europe, which has attacked the deployment of U.S. Pershing-2 and Cruise missiles in NATO states, has begun to stir some concern among Western delegates in Madrid.

"I suppose it will make the Russians less likely to negotiate, won't it?" observed one Western European envoy. "They've got a good thing going, and I suppose they will try to keep it that way."

Contrasting NATO and Warsaw Pact concepts of the post-Madrid disarmament conference, which would strengthen so-called "confidence-building measures" to lessen the chances of a surprise military assault, remain the main stumbling block to a Madrid agreement. The NATO states insist that such a conference have a strict agenda, while Moscow seems to envision a more open-ended gathering.

Territorial Zone

When the Madrid gathering adjourned July 28, the two sides disagreed over the territorial zone that should be discussed. After the Soviet Union agreed to include Russian territory up to the Ural Mountains — the Helsinki accords cover only 155 miles (250 kilometers) — the chief U.S. delegate, Max M. Kampelman, offered a concession that would cover U.S. transatlantic troop movements to Europe.

But Mr. Iyichev insisted Tuesday that another concession was required. So far, the position of the United States and its NATO allies is that no further concessions are possible.

The failure of the Soviet Union to respect even the limited Helsinki notification procedures before its military maneuvers near Poland this year has suggested to some diplomats in Madrid that Moscow is not interested in a conference on "confidence-building measures" except as a propaganda forum.

The situation in Poland, which had been in the center of attention at the conference, has receded somewhat as a concern. But, in an otherwise bland speech, Wlodzimierz Konarski, the Polish delegate, said Tuesday: "Only the Polish people must decide the future direction of their Socialist society."

This seemed to be a warning against Soviet interference.

Paris Bars New Terms For Foreign Bankers

By Paul Lewis
New York Times Service

PARIS — France's Socialist government on Tuesday apparently turned down a joint demand by U.S. and other foreign banks for a substantial improvement in the compensation they are being offered for their shareholdings in French industrial companies and banks scheduled for nationalization.

"We think the indemnization proposals are just and equitable. If we need to explain them more fully to shareholders, we will do so. But there is no question of any increase," said Jean Le Garrec, the state secretary responsible for the nationalization program.

To give foreign shareholders better terms than French ones would be discriminatory, he said in a television interview. "You can't treat shareholders in different ways, that's fundamental," he said.

Bill Passes Assembly

[The Socialist-dominated National Assembly Monday night passed the government's nationalization bill, 332 to 154, providing for state control of five major industrial groups, 36 banks and two financial institutions. The Associated Press reported that the bill goes before the Senate, a largely consultative body which can amend but has no power to reject legislation.

The bill nationalizes the chemical group Rhone-Poulenc, the metal-refining aluminum and steel concerns, Michelin, Ugin, Kuhlmann, the electronic firms Thomson-Brandt and Compagnie Generale d'Electricite, and Saint-Gobain-Pont-a-Mousson, a diversified conglomerate. The financial institutions are Compagnie Financiere de l'Indochine et de Suez, known as Indosuez, and Paribas.

[The government already has nationalized two major steel firms, Usinor and Sacilor, and has taken majority control of the Dassault aviation company and the military manufacturing portions of the Matra high-technology firm.]

Meeting in London

On Monday, representatives of 16 U.S. and European banks and financial institutions denounced as inadequate the French government's compensation offer for their shareholdings in companies awaiting takeover after meeting in London to coordinate their response.

The banks and institutions said they accepted the government's sovereign right to nationalize "any part of the economy which seems appropriate." But they described the indemnization offered as falling short of internationally accepted norms. Independent valuations, they said, "point to a valuation at least twice that proposed by the French authorities."

While expressing willingness to negotiate with the government, the communiqué published by the foreign banks concluded on a menac-

WORLD NEWS BRIEFS

Madrid Defeats Bids to Reject NATO

The Associated Press

MADRID — The Centrist government Tuesday defeated two leftist attempts to block the parliamentary debate on Spain's entry into NATO. The moves indicated that Premier Leopoldo Calvo Sotelo would be supported on the basic issue.

By a vote of 173-138, with 15 abstentions, the lower house of parliament rejected a Socialist motion demanding that a constitutional court rule on the parliament's right to approve entry into the North Atlantic Treaty Organization.

The house also rejected by 172-144, with 10 abstentions, a Communist and Socialist motion that the issue be decided by a national referendum, and not by parliament. Approval of Spain's entry into NATO is expected later this week by a simple majority vote.

EEC Clashes Over Textiles Pact

Reuters

LUXEMBOURG — Member states of the European Economic Community clashed here Tuesday in attempts to draw up a common negotiating position for a new international textiles trade pact being negotiated this year, EEC sources said.

They said EEC foreign ministers deferred the question to national experts after sharp divisions emerged between the West German position, in favor of a liberalization of the pact, and that of the Italians and French, who want sharper curbs on textiles imports from developing countries.

The ministers were attempting to define the community's position ahead of talks beginning again in Geneva next month on a third multilateral arrangement. The current arrangement expires on Dec. 31.

Musavi Nominated as Iran Premier

The Associated Press

BEIRUT — President Ali Khamenei nominated Foreign Minister Mr. Hossein Musavi as Iran's new premier on Tuesday and asked parliament to give the hard-line fundamentalist a vote of confidence, the Pars news agency reported.

Meanwhile, Mr. Musavi told a news conference in Tehran that Iran has a new plan to resolve the crisis of the Soviet intervention in Afghanistan that will be presented in the next few days, Tehran radio reported. Mr. Musavi did not spell out details of the plan but said it would exclude any U.S. or European involvement in the situation.

Air Fares in Europe Will Rise 3%

The Associated Press

CANNES — Air fares in Europe will rise 3 percent starting Jan. 1, it was announced Tuesday at the annual meeting of the International Air Transport Association. There will be some regional exceptions to the overall increase, the organization's tariff coordination group said.

The association's secretary-general, Knut Hammarstjorn, referring to a scheduled Dec. 2 meeting on North Atlantic fares, said association specialists estimate that unfilled seats across the Atlantic equal 56 empty Boeing 747s each day. "It has become imperative to establish an economic tariff structure," Mr. Hammarstjorn said.

Air France President Pierre Giraudet, president of the association, denied rumors of a 10-percent fare rise in 1982 because of 1981 losses estimated at \$2.1 billion. Mr. Giraudet said some companies might ask for increases, but others only want existing rates to be applied with illegal discounts banned.

News Organizations Meet at Unesco

The Associated Press

PARIS — Representatives of news agencies, broadcasting organizations and communications authorities from developing countries and the industrialized world on Tuesday opened a four-day meeting at Unesco aimed at achieving a wider flow of information and exchange of programs.

Among the subjects scheduled for discussion are reductions in communications tariffs and greater use of space satellites to improve movement of information within developing countries and between these countries and the industrialized nations.

The meeting comes within the framework of the Paris-based UN Education, Scientific and Cultural Organization's growing role of serving as a forum for discussion of international communications issues.

Sudan Plays Down Libyan Crisis

The Associated Press

CAIRO — Sudan's foreign minister on Tuesday sought to play down the danger of war with Libya, saying he hoped Libya would make good on its promise to pull troops back from the Sudanese border.

Mohammed Mirghani spoke to reporters after a meeting with Egyptian President Hosni Mubarak. He said he gave Mr. Mubarak a letter from Sudanese President Gaafar Nimeiri and found the views of the two leaders identical.

Asked if the crisis had eased, he replied: "Actually the crisis is there, but emotionally we are feeling much better and we hope to see signs in the area of an easing." He said there was no evidence that Libya had pulled back its troops, but added: "We are still encouraged by their statement and maybe we say it will take some time before they reach that end and start to execute what they have said."

UN Deadlock on Secretary-General

United Press International

UNITED NATIONS, N.Y. — The UN Security Council was deadlocked Tuesday after four rounds of balloting to choose a candidate for UN secretary-general. Following the deadlock, the 15-nation Security Council adjourned until Wednesday.

Council sources said that the election became a close contest between incumbent Secretary-General Kurt Waldheim and Tanzanian Foreign Minister Salim Ahmed Salim, who is backed by a majority of Third World countries.

The sources said that Mr. Waldheim had slowly gained in the four rounds of inconclusive balloting and obtained the required majority. However, he was consistently vetoed by China, they said. The Chinese have emphasized in previous public statements that they favored a Third World candidate.

Afghan Rebels Seek to Swap Adviser

The Associated Press

GENEVA — The International Committee of the Red Cross confirmed Tuesday that it has been approached by an Afghan insurgent group regarding a proposal to exchange a captured Soviet adviser for rebels held by the Kabul authorities.

A spokesman for the Swiss humanitarian organization said the committee cannot act on the proposal until it has seen and talked to the adviser. Only after such a visit would the committee be permitted by its own rules to submit the proposal to the Soviet government, the spokesman said. He declined to elaborate.

Afghan sources in Islamabad, Pakistan, identified the adviser as E.M. Okhrimiyuk, 67, a geologist who led a Soviet technical mission, was kidnapped in Kabul on Sept. 12 and was taken to a rebel stronghold in eastern Afghanistan.

Egypt Aide Stresses Camp David

By William Claiborne
Washington Post Service

JERUSALEM — Egyptian Foreign Minister Kamal Hassan Ali on Tuesday said that the Camp David peace accord is "the only fact in our area" and should be implemented before any other peace initiatives are considered.

While he did not specifically mention the eight-point peace plan advanced by Crown Prince Fahd of Saudi Arabia, Mr. Ali rejected at least implicitly any consideration of that plan for the time being, when answering reporters' questions upon his departure after three days of talks with Israeli officials.

When asked if he supported the Saudi plan, which calls for Israeli withdrawal from territories occupied in the 1967 war and the establishment of a Palestinian state, Mr. Ali replied:

"We have now the peace process, the Camp David accords, the only fact in our area and in our life now. Whatever are the initiatives here or there, it has to be discussed with the parties concerned. Many resolutions from the United Nations have been stated and published, but where is the practical thing that has to be done? So, the only practical thing is Camp David. We have to stick with it, we have to implement it before look-

3 Senators Favor Sale

(Continued from Page 1)

bama; William Roth, Republican of Delaware; Wendell Ford, Democrat of Kentucky; and David F. Durenberger, Republican of Minnesota — as he continued his blitz at the White House.

Mr. Gergen said that there was "absolutely no chance he will withdraw" the arms package if it looks as if it will not be approved. "It will go to a final vote tomorrow afternoon."

Mr. Reagan plans to send Senate Majority Leader Howard H. Baker, Republican of Tennessee, a letter Wednesday outlining the arrangements between Saudi Arabia and the United States for the sale. Mr. Gergen said. The letter will not be classified, he added.

The president's spokesman said that the arguments that Mr. Reagan was using in his talks with senators were "along the lines that this sale is in the best interest of peace and the national security of the United States."

Sen. Baker and his aides said that they were confident of switching enough votes to win the sale on a 50-50 tie and Sen. Doje said, "I think the president's going to win this thing."

Strike Hits Norwegian Oil

Reuters

OSLO — Oil and natural gas production in the Ekofisk field of Norway's sector of the North Sea was halted Tuesday by a strike over wages by 500 production workers. About 400,000 barrels of oil are produced daily in the field.

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Call for International Conference On Mideast Renewed by Brezhnev

Washington Post Service
MOSCOW — Soviet President Leonid I. Brezhnev renewed his call Tuesday night for an international conference on the Middle East, calling it "the alternative to Camp David" and asserting that U.S.-Israeli policies "mean blood, destruction and sorrow for the Arabs."

In a vigorous push to regain diplomatic initiative in the region following Anwar Sadat's death, Mr. Brezhnev coupled a stinging attack on the Reagan administration with new details about his proposal, which he first made last February.

He said that the Palestine Liberation Organization should take part at the proposed conference "on equal footing" with Arab states bordering on Israel. He added that countries representing Western Europe, North Africa and South Asia might take part, along with the Soviet Union and the United States.

In London, a British diplomatic spokesman said Tuesday that the 10 European Economic Community countries are nearing agreement on a restatement of their Middle East peace initiative, under which Britain, France, Italy and the

Netherlands will participate in the U.S.-led Sinai peacekeeping force.

Speaking at a Kremlin dinner honoring visiting North Yemeni President Ali Abdullah Saleh, Mr. Brezhnev denounced U.S. "saberrattling" in the Mediterranean. This, he said, is "used for interference in internal affairs of the Egyptian people and creates a danger for the security of Libya."

Broadening his attack on the United States, Mr. Brezhnev continued: "There has never been such a period in history when the policy of states, the destinies of whole peoples on all continents were manipulated so shamelessly and cynically and with such naked egoism as is being done now by the aggressive forces of imperialism."

He noted recent anti-nuclear protests in Western Europe, Japan and the United States with apparent satisfaction.

Meanwhile, the British spokesman in London said a "consensus is emerging" on the EEC Middle East initiative after discussions among Common Market foreign ministers in Luxembourg on Monday and Tuesday.

[In Washington, the House Foreign Affairs Committee endorsed a plan Tuesday to have U.S. troops take part in the Sinai peacekeeping force, United Press International reported. A similar resolution passed the Senate earlier this month.]

European diplomatic sources said the Europeans are still seeking the best formula for tying participation in the Sinai force, under the Camp David peace agreement, with the EEC initiative to involve the PLO in peace negotiations.

Since the assassination of Sadat, the U.S. and Egyptian governments have been pressing the Europeans to agree to earlier requests to contribute to the international force, which will police completion next April of Israel's withdrawal from the Sinai under the Camp David agreement.

"There has been greater urgency since Sadat's death," said a diplomat, because of the perceived need of the new Egyptian government to achieve the complete return of the Sinai.

This was referred to publicly for the first time in Luxembourg by French External Affairs Minister Claude Cheysson, who told reporters, "Now, more than ever, it's important that Egypt does not experience failure."

Mr. Cheysson argued forcefully for rapid EEC agreement to participation by Britain, France, Italy and the Netherlands in the Sinai force, according to diplomats, but the Common Market's newest member, Greece, expressed strong doubts.

The Greek foreign minister reportedly argued that by participating in the Camp David process, the Europeans would compromise their efforts to involve the PLO and Arab nations hostile to Camp David.

U.S. Cites Commitment To 'Friends' in Mideast

By Bernard Gwertzman
 New York Times Service
WASHINGTON — The Reagan administration says in a report to Congress that although the United States has no formal security obligations toward Middle East nations, it has a "general policy commitment to the security and integrity" of Israel and other "friendly states in the area."

As to Saudi Arabia, which President Reagan has declared he would not permit to become another Iran, the joint State and Defense Department statement said that the stationing of four U.S. Air Force Airborne Warning and Control System planes in that country and the proposed sale of five AWACS planes to the Saudis are evidence of "our commitment."

The discussion on U.S. commitments in the Middle East was included in a 10-part response to questions posed by the Joint Economic Committee. Its chairman, Rep. Henry S. Reuss, Democrat of Wisconsin, released the answers Monday along with his own criticisms.

He said that the administration's statement "suggests that the administration is prepared to undertake commitments to the military security of the Gulf states for which it has not requested or received congressional approval, contrary to constitutional procedure and long-established practice."

Although he did not specifically attack the U.S. commitments to Israel, Saudi Arabia, and other states, Rep. Reuss said that the administration "has spelled out a dangerous strategic doctrine, which may return to haunt us in the months and years to come."

"It has asserted, in effect, a right to commit U.S. prestige, power and military might to the defense of remote areas of the world, without the advice, much less the consent, of the Congress," he said.

In its response to a question on "the nature of the legal and de facto U.S. military commitments in the Middle East, Gulf region," the administration noted the 1959 mutual security agreement with Pakistan, a similar treaty with Turkey, and one with Iran which has been renounced by the current Iranian government.

"The United States has no other formal treaty obligations toward any other Middle East nation," the statement said. "However, our commitment as a matter of national policy to the security of Israel is long-standing."

Security of Friendly States

"We likewise have a general policy commitment to the security and integrity of friendly states in the area, affirmed by the previous and the present administration," it said.

On Saudi Arabia, it said that the U.S. commitment "has been evident through the statements of every American president since Franklin D. Roosevelt."

"It is also evidenced in a variety of security relationships, including first, the loan of AWACS aircraft, and subsequently, the administration's agreement to sell AWACS and other air defense equipment to Saudi Arabia," it said.

The administration said, in response to another question, that "it is of utmost concern to the United States and our allies that the nations of the region remain independent and secure, that they be free to develop politically and economically unhindered by outside intervention, and that they be assisted in their efforts to improve defensive capabilities to defend themselves against external aggression."

On the administration's objectives in the region, it replied that "our overarching aim is 'building up regional security, particularly against the threat of Soviet aggression, while working hard to help end one of the area's most persistent problems, the Arab-Israeli conflict, through the Middle East peace process.'"

"Our regional objectives can be listed as follows," it said: "Stable access to oil and maintenance of sea lanes of communication; countering the spread of Soviet power; and improving our political, economic and commercial relationships in the region."

Earthquake in Yugoslavia
 The Associated Press
BELGRADE — An earthquake registering 3.4 on the Richter scale shook a sector 180 kilometers (108 miles) southeast of here shortly before noon Tuesday, a Yugoslav seismological institute announced. No injuries or damages were reported.

Beirut Concerned by EEC Force
 BEIRUT (Reuters) — Lebanon on Tuesday became the third Arab state to voice concern over proposals that EEC countries should provide troops the Sinai monitoring force.

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 BEIRUT (Reuters) — Lebanon on Tuesday became the third Arab state to voice concern over proposals that EEC countries should provide troops the Sinai monitoring force.

Liberators, Survivors of Death Camps Meet

By David Lamb
 Los Angeles Times Service
WASHINGTON — With Russians and Americans sharing the podium as former allies, 500 men from a dozen nations gathered in Washington to recount their role as liberators of the Nazi death camps in World War II.

"Unfortunately, the relations between our countries are difficult, but this is a time to remember the horror of those days and not a time for political speeches," said Lt. Gen. Pavel Danilovich Guduz, a former liberator, on Monday. Gen. Guduz, who headed the Soviet delegation, is now deputy head of the Soviet Academy of the Armed Forces.

Writer Elie Wiesel, a camp survivor who is chairman of the International Liberators Conference, summed up the theme of the conference, saying, "For the dead and the living we must bear witness."

"Unprecedented Progress"

Secretary of State Alexander M. Haig Jr. opened the formal ceremonies Monday evening, saying that the Holocaust took place only after individual rights had been re-

voked and individual dignity denied. That, he said, should serve as a warning to those who would ignore the evil that man is capable of inflicting on man.

"We have achieved unprecedented progress for mankind," Mr. Haig said. "Yes, we carry the memory of an unprecedented crime against mankind. Even as we strive for the best, we know man is capable of the worst."

"What are we to do with this memory? How are we to bear it? ... I believe we can bear the memory of the Holocaust only if we strive to prevent its recurrence," he added.

The three-day conference at the State Department is sponsored by the U.S. Holocaust Memorial Council, a governmental agency set up last year to commemorate the 6 million Jews and several million others killed by the Nazis. There were also delegations from Britain, Poland, Norway, Czechoslovakia and Yugoslavia.

"We know that millions lost their lives in the Nazi camps, but that doesn't make it irrelevant to say 'thank you' to those who did get there and free the survivors,"

Philip Shandler, a spokesman for the conference, said.

Helen Luksenberg, of Silver Spring, Md., who survived three years in a camp near Auschwitz, said that she was 13 when the Germans attacked Poland and "they put us in ghettos. They arrested my father. They made us wear the yellow star armband. They were shooting Jews on the street."

"My father was liquidated. I was in a concentration camp for three years ... People say there was no Holocaust," she said. "It isn't true. Where is all my family. Where is everybody?"

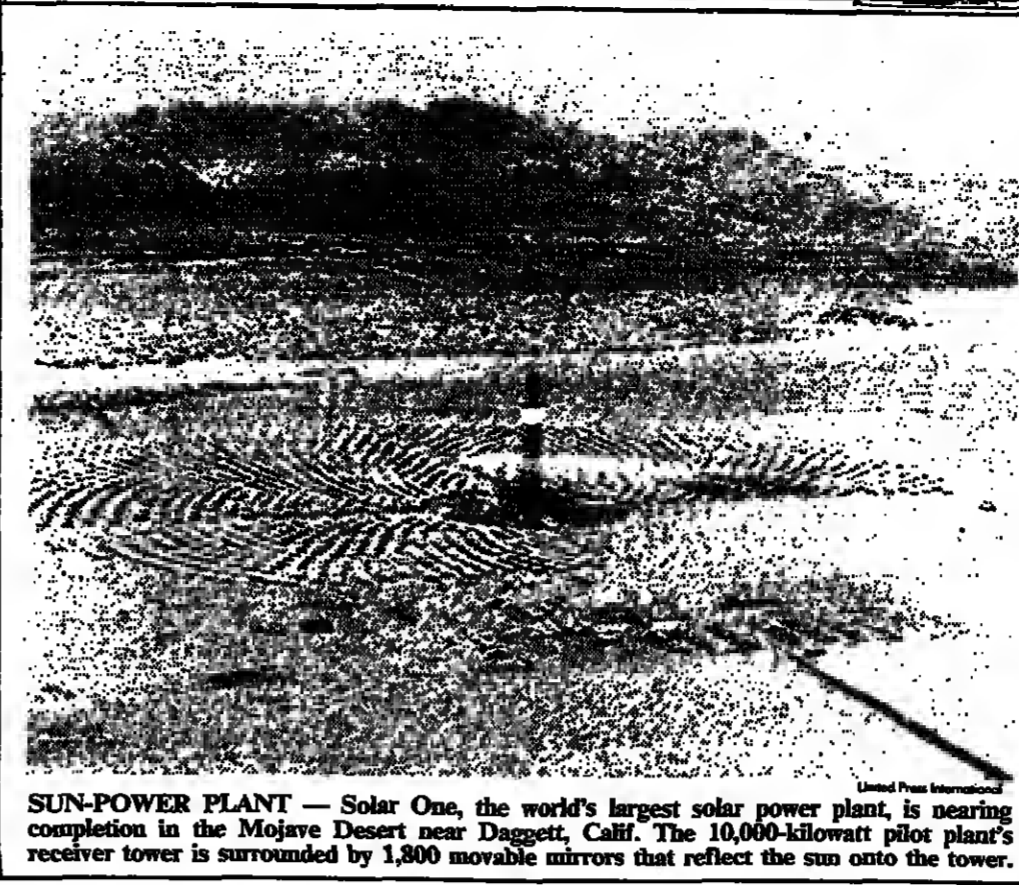
The meeting was the first formal gathering of the Allied soldiers who liberated the concentration camps in the spring of 1945 and of the survivors they freed. Tuesday and Wednesday are to be devoted mostly to panel discussions and witness accounts of what has come to be known as the Holocaust.

"The ovens were still burning when we got to Buchenwald, and

what I saw there resulted in major changes in the way I would lead my life," said John Gustrom, 64, an Atlanta businessman. Mr. Gustrom, after leaving the Army, helped form the Georgia chapter of the American Civil Liberties Union and became active in the black civil rights movement.

He recalled that there had been rumors in the Allied armies and in the United States about the gas chambers and the murder of millions of Jews. But, he said, until he walked through the gates of Buchenwald, he had dismissed such talk as propaganda. The piles of bodies, some weighing no more than 30 pounds, convinced him otherwise.

Most of the liberators saw the conference as an opportunity to remind the world of the brutality that civilized society is capable of inflicting on mankind. To keep that nightmare alive, said James Livesey of Richmond, Va., is to maintain hope that it will not happen again.



SUN-POWER PLANT — Solar One, the world's largest solar power plant, is nearing completion in the Mojave Desert near Daguerre, Calif. The 10,000-kilowatt pilot plant's receiver tower is surrounded by 1,800 movable mirrors that reflect the sun onto the tower.

Doctors Block Pentagon Request, Refusing to Aid War 'Preparation'

By Wayne King
 New York Times Service
SAN FRANCISCO — A group of doctors in the San Francisco Bay area have rejected a request from the Pentagon to allocate hospital beds for casualties of an overseas war on the ground that the allocation amounts to preparation for a nuclear war.

The doctors, members of the medical staff of Contra Costa County Hospital, turned down the Department of Defense request for contingency hospital beds in a letter last month to Dr. John H. Moxley 3d, former assistant secretary of defense for health affairs.

The letter, signed by Dr. Kathryn J. Bennett, president of the hospital's medical staff, informed Dr. Moxley that the staff "does not wish to participate in the Civilian-Military Contingency Hospital System" and said the plan "encourages preparation for a war of catastrophic proportions."

The medical staff, the letter said, "feels strongly that participation in the system would offer tacit approval for the planning of a medical war."

50,000 Beds Sought

The letter was in response to a request from Dr. Moxley in February asking area hospitals to participate in the plan, which would set aside 50,000 hospital beds nationwide to supplement military facilities in the event of an overseas conflict that would produce a high number of casualties.

In the letter, Dr. Moxley said: "Because of technical advances in weaponry and the greater mobility of armies today, a future large-scale conflict overseas will probably begin and end very rapidly and produce casualties at a higher rate than any other war in history."

Although that request did not specifically mention nuclear weapons, Dr. Moxley said in a later letter, on June 11, in response to an inquiry from a San Francisco doctor, that while in principle the plan was developed to care for casualties from a war involving conven-

tional weapons, "it is possible that such a war could escalate to the use of chemical or tactical nuclear weapons within a combat theater."

That letter was in response to an inquiry by Philip Shapiro, a physician who is a member of the local steering committee of a group called Physicians for Social Responsibility. The group attempts to spread the message that society cannot survive nuclear war.

Since the refusal of the Contra Costa Hospital to take part in the contingency plan, the area chapter of the group has asked other local hospitals to refuse to take part in it and has plans to start a national campaign of opposition, according to a spokesman.

Dr. Moxley resigned the defense post Aug. 1 and his successor has not yet been confirmed by the Senate.

Lt. Col. William Lambert, deputy director of the contingency program, said by telephone from Washington that while other hospitals had declined to take part in the program none had cited nuclear strategic planning as the reason.

He said that while several people have expressed concern only the Contra Costa Hospital had taken any formal action over the nuclear issue.

Greek Publisher Freed by Court

New York Times Service
ATHENS — A Greek newspaper publisher, sentenced to two years imprisonment for alleged that former Premier George Kallis was involved in financial corruption, was released Tuesday pending his appeal before the Supreme Court.

The decision by an Athens appeals court was seen as related to the advent of the new Socialist government last week, which the publisher, Markos Kouris, had looked to as the only means of securing his release.

Mr. Kouris had published a report claiming that the wife of the recently defeated premier, acting under cover of her husband, was defrauding the state of duties that should have been paid on her private import business.

Aides in Salvador Saw Pilot Fire at Peasants

By Don Oberdorfer
 Washington Post Service
WASHINGTON — A U.S.-supplied helicopter opened fire on a group of Salvadoran peasants herding their cattle 10 days ago while U.S. military and civilian officials looked on, according to State Department sources.

The State Department said none of the Americans participated in the shooting or was responsible for it. The Salvadoran helicopter pilot is under detention, the department said.

The incident took place Oct. 17 as the Americans were being flown from the capital to inspect the Lempa River bridge, which had been severely damaged by insurgent forces two days earlier. In the helicopter at the time, according to the sources, were two U.S. majors from the Army Corps of Engineers, one of the 40 U.S. military trainers assigned to El Salvador and a U.S. civilian engineer employed by the Agency for International Development.

A State Department spokesman said Monday that Salvadoran military authorities have told the U.S. Embassy that an investigation has been ordered, and that the pilot, a Salvadoran, will be punished if "improper conduct" is turned up.

First Such Incident

The spokesman said he had no information about whether any of the peasants were wounded or killed. The official said the pilot claimed that the helicopter had been fired on from the ground.

Officials said it was the first incident in which U.S. military personnel have been involved in hostile action in El Salvador.

The Americans evidently reported the shooting to the embassy as soon as they returned to the capital from the mission.

The Lempa River bisects El Sal-

vador, separating the capital and the heavily populated western two-thirds of the country from the sparsely populated east. The bridge is among the most important spans across the river.

The State Department has refused repeatedly to comment on a report that Cuban troops flown to Nicaragua were responsible for the damage to the bridge. Unofficially, officials have expressed doubt of a direct involvement by the Cubans.

Leak Shuts India A-Plant
 The Associated Press
NEW DELHI — Leakage of "light water" has forced the shutdown of one of two 220 megawatt units of the Rajasthan atomic power station, but poses no radiation hazard, an official said Tuesday.

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Creole	Hindi	Mam	Samoan	Wolof
Crioula	Hokaltec	Malagasy	Sango	Wu
Divehi	Hsiang	Malay	Sestho	Yoruba

Timerman Assails Argentine Critics Of His Winning of U.S. Press Award

New York Times Service
NEW YORK — Jacobo Timerman, the exiled Argentinian publisher, who is to be honored Tuesday night with Columbia University's inter-American journalism award "for distinguished journalistic contributions," has responded to his critics in Buenos Aires.

The award has been a source of controversy both in the United States and in Argentina, whose government will boycott the presentation, maintaining that Mr. Timerman's account of imprisonment and torture by the ruling military junta and anti-Semitism was untrue. The award of Columbia University's Maria Moors Cabot Prize has also elicited protests from Argentine publishers.

Mr. Timerman, a former publisher of the Buenos Aires daily La Opinion who wrote a book about his experiences entitled "Prisoner Without a Name, Cell Without a Number," issued the following statement here Monday: "The publishers who made these statements organized themselves to reject the decision by prominent members of Columbia University,

But they never invested at least the same amount of energy and time to do something to publicize the names of the missing people."

"I believe in dissent and the freedom to discuss my accomplishments and suitability to receive an award, but not by people who kept silent about the killings, kidnappings and torture that have been going on in Argentina for the last five years. This group of publishers has never made a statement supporting the committee of relatives of missing journalists. One hundred journalists were arrested by the Argentine armed forces and they disappeared. I think that this should be of much more concern to the Argentine publishers than a decision made by Columbia."

Meanwhile, Robert H. Cox, former editor of the English-language Buenos Aires Herald and recipient of a Maria Moors Cabot award in 1978, said many of the critics of the decision to give Mr. Timerman the prize "are protesting because I quite honestly think they feel they have to protest." Mr. Cox has been forced to leave Argentina after death threats against his family.

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Adjusting After Cancún

The Cancún 22 did not parley in vain. It was useful for President Reagan to try taking pie-in-the-sky off the agenda of North-South conversation. No doubt the arguments will continue in the vague "global negotiations" agreed upon in Mexico. But at least one point is now clearer. Poorer nations demand more control over international assistance agencies, and America rightly says no. There are other ways it can sensibly say yes.

What Reagan heard at the summit talks should have shaken some of his preconceptions. The World Bank and the International Monetary Fund were attacked as capitalist tools, and not just by radicals. That turns upside down the prevailing Washington dogma that these institutions don't promote free market development aggressively enough.

The two attitudes cannot be reconciled. But there is room at the margin for practical compromise. In the eyes of the have-not nations, the weighted voting at the World Bank and the IMF gives advanced countries too much control. They would make these insti-

tutions answerable to the United Nations. But sound lending practice doesn't mix with one-country, one-vote balloting, or with Soviet meddling.

The World Bank relies on private markets to raise the money it lends, and it is the independence of its judgments that makes its projects credit-worthy. Congress, moreover, is already reluctant to open its wallet for contributions to development banks.

Still, there is room for adjustment. The Reagan administration would do well to abandon its doctrinal opposition, for instance, to creating an energy affiliate of the World Bank. That attitude is too purist even for Britain's Margaret Thatcher.

Cancún hasn't opened the way for the grandiose New International Economic Order promoted by the have-nots. Nor can Reagan proclaim a mass conversion to the magic of the marketplace. But the deck has been shuffled and maybe now all the bluffing can give way to real bargaining.

THE NEW YORK TIMES.

Narrower Talks Can Help

At Cancún, President Reagan declined to support Global Negotiations in the elevated sense that requires capital letters. But Global Negotiations on the world's economy were desired by most of the governments represented there, most forcefully by those from the poorest countries with claims of social justice to press. Was Mr. Reagan wrong?

No. He was speaking for reality. Let's put it this way: If a hypothetical American president intended to do absolutely nothing for economic development in the poor countries, and if there were no limits to his cynicism, he could get rid of the whole issue by cheerfully supporting Global Negotiations in the United Nations. With that, a long list of urgent economic questions would vanish into a decade of vapid resolutions, drafted carefully to avoid hurting participants' interests.

Oil prices are central to economic growth. Since the OPEC countries themselves have been unable to agree on oil prices for the past two years, how would you rate the chances of worldwide agreement at the United Nations? Everybody knows that it would be intelligent to set up an international reserve against recurring bad wheat harvests; but after years of talks, there has been no agreement on who is to pay for it. Poor countries want, with good reason, international agreements to stabilize prices of their exports. But past experience, as in the coffee and tin agreements, has not

been promising. Poor countries' access to credit is crucial, but any discussion immediately splits the governments seeking suspension of old debts from those seeking new loans. Poor countries' access to rich countries' markets, free of harassment by tariffs and quotas, is also crucial. But you may have noted that some of the Europeans who most enthusiastically supported Global Negotiations at Cancún are simultaneously working diligently in real negotiations at Geneva to keep textiles from the poor countries out of the Common Market.

It would have been helpful if Mr. Reagan had had a little more to say about American obligations, both moral and economic, to less fortunate people. But on tactics he was making a sensible point. Perhaps there are questions best resolved in worldwide discussions, although it is hard to think of many. More frequently, they can better be left to the two or three governments immediately concerned. Or they can be taken to the specialized international agencies on trade and finance. The poor countries — that is, all but the two dozen richest — are essentially pursuing a greater share of the world's economic power. Mr. Reagan is telling them that they won't get it through UN resolutions and that, meanwhile, they all might more usefully work together for their common benefit.

THE WASHINGTON POST.

Reagan's AWACS Error

President Reagan is down to a single argument for selling the AWACS. Foolish or not, he contends, the deal has to be honored to enhance his influence abroad. To which the only reply is that rewarding folly with political triumph improves neither reputation abroad nor policy-making at home.

The folly is bipartisan and deserves the Senate's bipartisan rebuff. The dying Carter administration promoted this deal, and its successors eagerly seized the pretext of "new developments" to break a previous presidential commitment. For Congress sold the Saudis F-15s — whose range and power are now to be enhanced by missiles, fuel tankers and AWACS — only because the last president promised they would not be thus enhanced. So much for the new president's guarantees about the conditions of sale.

But surely Reagan has been chastened, it is said, and does not have to lose to learn from a mistake? The signs are otherwise.

This confrontation results not from a single error but from the administration's chronic failure to establish coherent foreign policies. It dramatizes the Reagan team's excessive reliance on weapons as a substitute for diplomacy. It demonstrates a crucial failure in consulting Congress, and the absence of sound foreign policy coordination at the White House.

If he finally prevails, would Reagan shake up his team and demand better? Would he tell the Saudis they have exacted Washington's last tribute until they find a kind word for Camp David and use their wealth to encourage Palestinians to talk to Israel? Hardly. He would commend the team and join America's Saudi traders in celebrating victory over the "Israeli lobby."

The president's ugliest argument notwithstanding, Israel is not the main issue. At great cost, its security will somehow be preserved.

What argues powerfully against the deal is that it nurtures a fantasy — Saudi Arabia as a pillar of American strength. If that were so, the AWACS would not be such a frantic test of good will. If that were so, the Saudis would have compromised, to help the president. If that were so, the deal wouldn't even be necessary; the American-manned AWACS now flying in Saudi Arabia would be welcome indefinitely.

Saudi Arabia insists on its own AWACS for the same reason it will not open itself to U.S. bases: precisely because it fears the American embrace. To protect its wealth and ruling class, it naturally supports U.S. actions that counter Soviet influence in the Middle East. But the Saudis also resist America, and not only because of Israel. They know that the United States represents modernism, secularism and democracy, all of which challenge the vulnerable Saudi status quo.

The Saudis are a commercial asset, not a strategic partner. They will not replace Iran in war games or Egypt in peace talks. Their useful opportunism should never be confused with alliance.

Most of Reagan's supporters in Congress now concede this. They argue only against invading the president's domain. But why did Congress vote itself this power of review if, even against such obvious error, it never meant to use it?

THE NEW YORK TIMES.

Other Opinion

A Look of Waning Vitality in Bonn

The impression given by the Bonn coalition government in the last few weeks has been one of failing vitality. What little strength it retains derives less from constructive determination or any residual community of policy than from lack of a feasible alternative.

The main thing holding the coalition together is the personality of Chancellor Schmidt, again because no replacement of comparable stature is discernible. The chancellor's state of health has become a major political factor, and should he cease to be available, the coalition could scarcely continue to survive.

—From the *Neue Zürcher Zeitung* (Zurich).

Oct. 28: From Our Pages of 75 and 50 Years Ago

1906: Russian Revolutionaries

ST. PETERSBURG — While a wagon containing the receipts of the St. Petersburg custom house was being conveyed under escort it was attacked by twelve revolutionaries. They threw three bombs. Two of the attacking party were killed, two committed suicide and three were arrested. One bag of gold was stolen. The police and an enormous crowd of people rushed to the spot and dispersed the attacking party, which was plundering the wagon. The attack was committed within a hundred yards of an office of the Treasury Department. Every morning closed wagons, escorted by Cossacks, bring bullion from the outlying offices of the Administration.

1931: British Election Returns

LONDON — A landslide in favor of the National government, with a sweeping triumph for the Conservatives and a crushing defeat for the Labor Party, is indicated in the first returns of the British election. Returns to hand at this hour show a complete Labor debacle, with the defeat of principal Labor figures, including Arthur Henderson, the party leader. It looks as though the Labor Party is all but wiped out as regards parliamentary representation, and fewer Labor members will be returned than in any post-war House of Commons. The huge Conservative preponderance makes the early adoption of a protectionist policy practically certain.



In Japan, Reagan Sounds Frightening

By James Reston

TOKYO — Any remark by the president of the United States, no matter how casual, about the possibility of nuclear war sends a shudder down the spine of Japan. People here have memories.

So when President Reagan implied the other day that maybe there could be a "limited" nuclear war in Europe without a general nuclear war, the reaction in Japan was, if anything, even more troubled than in Europe.

The main headline in *The Asahi Evening News* on Wednesday last week said: "Reagan Remarks on Limited Nuclear War Stir a Furore." The subhead read: "Weinberger Tries to Calm Allies."

The official "explanations" or "corrections" in Washington of what Reagan "meant" to say have not repaired the damage. They merely increase the enormous anxiety about the confusion and militaristic rhetoric of American foreign policy today.

It would be hard to overstate the negative effects in Japan of the president's lighthearted and mindless statements about nuclear war, unrelieved by the dominating emphasis by Haig and Weinberger on military responses to the world's problems.

There is an odd thing about this: In general, United States-Japanese relations are in good order, partly as a result of Ambassador Mike Mansfield's cool restraint.

Economic problems have not been solved, but they have been minimized by quiet compromises. In 1975, total trade

between the United States and all countries in this part of the world, including Japan, amounted to \$42 billion. In 1980, the total was \$113 billion. Last year, despite all the differences, United States-Japanese trade, alone, rose to a spectacular and unexpected high of \$31 billion.

Even on military questions, there has been some progress. The Japanese government is cutting its domestic expenditures, increasing its defense budget and accepting the principle of patrolling the sea-lanes for about 1,000 miles along the oil routes from the Gulf.

Unintentional Drama

There are no longer public demonstrations against the 46,000 American troops here. The news is reported in English 24 hours a day by the United States armed forces radio, including, of course, play-by-play accounts of baseball's World Series.

But there are still fundamental differences between Japan and the United States. Japanese officials are trying to minimize them; but, unfortunately, American statements unintentionally tend to dramatize these conflicts.

The basic difference is that officials here — and not only officials but also leaders of public opinion in the news media and the universities — do not accept the Reagan administration's estimate of the Soviet menace.

They do accept the argument that the Russians are increasing their military

power faster than the United States, and that Washington and Tokyo must do something to redress the balance. But the Japanese are clearly uneasy with America's military response to what they call the so-called Soviet menace. They are insisting that it should be met not with arms alone but with a policy that will provide "comprehensive security."

This means increasing the defense budget moderately — not just pouring more and more money into weapons systems. Whatever is left over, the Japanese believe, should go into foreign aid to relieve the hunger and social tensions that might lead to war in the coming years.

On this theme, there are some but no major differences between Washington and Tokyo. But when U.S. officials keep emphasizing military solutions in every problem from El Salvador to Saudi Arabia to Pakistan to the Sea of Japan, the Japanese get very nervous.

And when Reagan talks off-the-cuff about "limited nuclear war," they give you a present: a book entitled "Hiroshima and Nagasaki — The Physical, Medical and Social Effects of the Atomic Bombings."

It is not that Japanese officials are against Reagan or even against his increased military budget. It's just that they wish the president would think before he speaks about nuclear war, and that his secretaries of state and defense would talk a little more about peace than about war.

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Reagan Had Best Take The Worriers Seriously

By Nora Beloff

LONDON — It is painful but politically necessary for Americans to recognize that today, despite Moscow's expansionist record up to and including Afghanistan, an increasing number of West Europeans regard President Reagan as a bigger threat to world peace than President Brezhnev.

Reagan's blunt and homely style, which has endeared him to so many Americans, is being seized on by his enemies in Europe to give substance to the preposterous caricature of a "might-is-right," trigger-happy cowboy. When Reagan muses aloud that "the only defense is, well, you shoot yours and we'll shoot ours," he is only restating the NATO policy of nuclear deterrence. Yet the words can be made to sound as if he accepted violence.

To the untutored European ear, the very phrase "window of vulnerability" which keeps cropping up in Washington, suggests that in a nuclear war, the Americans, unlike the rest of the world, hope to buy invulnerability. The president's now-famous remark on the possibility of a war in Europe in which "neither of the major powers pushed the button" seemed to confirm the epithet of the British pro-Soviet trade union leader, Alex Kitson, which earned him a roar of applause at the recent Labor Party conference: "A limited nuclear war means a nuclear war limited to Europe."

To the Pentagon, "the window of vulnerability" has a precise and technical meaning: It symbolizes the omelet threat posed by the current Soviet monopoly of long-range land-based missiles accurate enough to destroy the silos enclosing the missiles on the other side of the world. Many U.S. officials concede that the threat is nonexistent, yet defend the program as a useful "signal" to Moscow indicating that the Americans cannot accept inferiority in any sector of nuclear arms.

After Vietnam, after Iran and now after the murder of President Sadat, it is easy to see why Americans feel they have been kicked around too long, and respond eagerly to President Reagan's reassertion of U.S. power, even though none of these setbacks would have been averted by more nuclear weapons.

What Washington is only now beginning to appreciate is that these signals go not only to Moscow but also to Western Europe. And last week the Kremlin was remarkably quick to exploit the growing European fear that the Americans have indeed now accepted the inevitability of conflict and are actively preparing for war.

Most Kremlin-watchers would accept the testimony of Galina Orionova, the young defector from

Moscow's official Institute on the U.S.A. and Canada, who has identified the breakup of the Atlantic alliance as the prime aim of Soviet diplomacy. In that case, a Russian should be reserving a Lenin Prize for the advisers who encourage the president to brandish the big nuclear stick while leaving Brezhnev a virtual monopoly on the peace movement.

Reagan seems unaware of how much he and his associates have contributed to the growth of the left-wing unilateralism and pacifism that he deplores. In Britain these views have captured the Labor Party, while, in the previously dominant pro-NATO leaders have quit to form their own political party. Unless these succeed in breaking Britain's traditional two-party mold, the next prime minister will probably be Michael Foot, a dedicated unilateralist who has always felt closer to "Socialist" Moscow than to "capitalist" Washington.

Now is neutralism confined to the pro-Soviet and pacifist left. Mainstream sentiment has swung to the Nixon-Kissinger notions of détente: the existence of interlinking interests between the superpowers. President Reagan's repudiation of moral restraints in the power game has contributed to the European feeling that the two superpowers are merely defending their conflicting national and imperial interests.

If the present administration does not want to preside over the disintegration of NATO, it may have to show more sympathy for the European pressure to start immediately — and continue incessantly — trying, with or without success, to negotiate arms restraint and disarmament.

Is it sensible in these circumstances for the Americans to continue to put on as much pressure as they did at the conference of defense ministers in Gineetles, Scotland, last week, to induce the Europeans to accelerate the installation of Cruise missiles and Pershing-2s on European soil?

In the present climate we can expect passionately committed pacifists and leftists to use violent physical resistance against the installation of U.S. mobile weapons. In their present crusading mood, the youthful campaigners would be ready to risk their lives — and, if the Communists have any luck, to lose them — in civil battles which might make the old Vietnam demonstrations look like kindergarten games.

The above is excerpted from an article contributed to *The Washington Post* by Nora Beloff, the British journalist and author of "Inside the Soviet Empire: The Myth and the Reality."

Letters

Moods of West Germany

In the report (IHT, Oct. 12) of the peace demonstration that was held in Bonn on Oct. 10, the use of the term "nationalist" is bound to evoke apprehensions and a wrong notion of the new peace movement in West Germany.

The report is accurate in quoting one of the speakers, Heinrich Albertz, as describing himself as a new type of "German patriot." This idea of a new democratic patriotism is all too quickly transformed into a "new German nationalism" by the writer of the report. These two terms should not be confused. The difference is fundamental. Albertz's patriotism is based on a sound democratic tradition. Nationalism, on the other hand, is inseparable from the desire for power and superiority over other nations.

No doubt, the spectrum of political sentiment or ideology among the peace demonstrators is very wide. But chauvinist right-wing nationalism definitely does not belong to that spectrum.

IRMGARD UMBRECHT, Crailsheim, West Germany.

The front-page article about the large protest in Bonn against nuclear arms is journalism at its worst. Why are we treated to descriptions of the "so-called" peace movement and of a speaker's platform that has already been used for a rock concert? Both phrases trivialize an important event involving 250,000 people.

NORMAN J. GLICKMAN.

A casual reader of the editorial "Demonstrating in Bonn" (IHT, Oct. 13) might well get the impression that the Federal Republic of Germany has suddenly been smitten with a peace-mongering majority based on a "powerful radical turn-the-other-cheek pacifism" of Protestant vintage, with the public being herded by "pastors and philosophy professors in dark suits" and expressing positions "in the moral absolutes of academic theology." The reality makes a lot more sense.

Having listened in solemn and repeated statements issued by superpower politicians, too many people have been led to believe that the European "theater" is considered to be the most convenient place in which the superpowers can fight each other to their last respective breath. That such a perception would motivate most normal people inhibiting that "theater" vocally and coherently to articulate their growing concern stands to reason.

LEOPOLDO J. NILIUS.

Cornerstones Gone

The late Shah of Iran and President Sadat were the cornerstones of American policy in a strategic region. No doubt Saudi Arabia will be the next target, and no AWACS or brave rhetoric will be able to save such a weak regime. Israel is the only reliable ally of the United States in the region.

LOYD MORRISON.

Except for the man who pulled the trigger, no man on Earth did more to make survival impossible for Anwar Sadat than did Menachem Begin.

ADAN GRAETZ.

In West Germany, Neo-Fascism Lives

By John Dornberg

MUNICH — Whither neo-Nazism and the radical right in West Germany? The question isn't new. The answer is usually that the rightist extremist one observes hereabouts is but a post-mortem convulsion of history, the last hurrah, so to speak, of geriatrics unable to break out of the Nazi mold.

Were it only so.

Increasingly, there are alarming signals that the specter of the German past may well haunt the West German future as well, and in a manner more violent than anyone dared to predict a few years ago.

That was never more apparent than one evening last week in a quiet, tree-shaded suburb of Munich, where two young neo-Nazis were killed, another critically wounded and two others captured and two police officers were injured in a 15-minute gun battle.

The rightists, among them a 19-year-old Frenchman linked to fascist groups in France, were all members of an obscure political party, the Volksozialistische Bewegung Deutschlands (People's Socialist Movement of Germany, or VSB), whose leader, Friedhelm Busse, 52, was arrested at his nearby home minutes after the shooting. Four other members of the group were apprehended near Gempt, Belgium, last Friday.

Like last year's rightist bombing during Munich's Oktoberfest, which took the lives of 13 and injured 221, this latest incident has sent shockwaves through the body politic and raised grave questions about the vigilance of West German police and internal security agencies.

By official count, neo-Nazis and radical rightists number 20,000 persons spread among 75 groups and groups, often with interlocking memberships. The figures are not in themselves cause for alarm, having actually been sharp higher in the 1950s and '60s, but they have risen sharply in recent years. Moreover, the militants have become prouder in their public appearances, more violent in their tactics, which range from slanger actions reminiscent of the early days of Hitler's Sturmabteilung to terrorism of the extreme leftist Redler-Meinhold variety.

That, too, was apparent from the incident here. The two dead men, aged 22 and 24, were implicated

The troubling fact is that during the past four years the rate of extreme rightist violence has almost trebled.

in a 73,000-Deutsche-mark (\$32,000) bank robbery in northern Germany last month and were suspected to be on their way to rob a bank again, with the loot intended for "the movement." In their car was an arsenal of hand grenades, machine guns, rifles and dynamite that they had just collected from an even larger cache in Busse's house.

The troubling fact is that during the past four years the rate of neo-Nazi and extreme rightist violence has almost trebled — a pattern that shows no sign of peaking. Moreover, the violence and terror gap between far left and far right is closing rapidly, with the extreme right now responsible for almost as many murders and even more injuries.

There seem to be several explanations for the trend, including the fact that the older "establishment" radical right groups, including the National Democratic Party (NPD), are considered "too moderate and too ineffective" by the new breed of extremists.

Busse is an example. In 1969 he was a candidate for the Bundestag on the NPD ticket. Two years later, fed up with NPD "wistful-washiness," he launched his VSB. It is said to have only 50 dues-paying members but almost 1,000 active supporters, with strongholds outside Bavaria in Hesse, Baden-Württemberg and North Rhine-Westphalia.

The real activists of neo-Nazism are, however, no longer even political has-beens of yesteryear such as Busse, but a generation of fanatics in their 20s and 30s — and some in their teens — for whom the "glories" of the Hitler past, including the Holocaust, are the hope of West Germany's future.

The movement draws support, ideology, vast piles of literature and considerable stocks of arms from what is becoming a kind of neo-Nazi international that has roots and tentacles in France, Belgium, Britain, Scandinavia, the Middle East and the United States.

Two of Busse's men caught last week have admitted to receiving terrorist training from Phalangists in Lebanon. The four apprehended in Belgium had links to the paramilitary Vlaamse Militaire Orde in that country. In searches of the homes of 1,000 neo-Nazis last spring, West German police seized stocks of literature from racist and Nazi groups in the United States and Canada.

Although 20,000 extremists in 75 groups may seem a small threat in a nation of 60 million in which the once-feared NPD has dwindled to percentile insignificance at the polls, the raw statistics do not reveal the fertility of the soil in which they operate nor the violence to which they are committed.

According to a survey commissioned by the chancellor's office last winter, some 18 percent of adult West Germans believe the country was "better off under Hitler." Around 13 percent have what the researchers called "a radical-rightist view of life," and almost half of these condone political violence, including terrorism, as means in pursuit of their ideological goals.

Thus, the real threat depends on other factors. One is the willingness and ability of the West German body politic and public to open the right eye and not focus exclusively, as has been done for years, on the menace from the far left.

Whether banning neo-Nazi groups is effective is debatable. Since the arrest of Karl-Heinz Hoffmann last summer and the outlawing of his Nuremberg-based "Military Sport Group," 25 similar paramilitary organizations, made up of many of his adherents, have sprouted around the country.

Another factor is the socio-economic future, for which the outlook at the moment is bleak. As the recession deepens and unemployment rises, will there be a bunt for scapegoats? Recalling Hitler's focus on Jews, Neo-Nazi propaganda focuses on the 2 million foreign workers and their 2 million dependents employed and living in West Germany. "Foreigners Out" is already the slogan of every extremist group.

The ultimate threat may depend on whether the neo-Nazis discover a new Führer — the right man at the right time, so to speak. The stage is empty for the time being.

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Clan War Reported to Halt on Chinese Island

By Michael Parks
Los Angeles Times Service

PEKING — The feuding clans of Hainan Island off the southern Chinese coast have been enemies for generations, and over the summer they resumed their war — fighting five battles and raiding each other's villages.

Scores were injured and at least three persons killed. Dozens of houses were burned, cattle, pigs and other livestock were looted and rice and other crops were destroyed in the fields.

The rival villages in Hainan's Changliu prefecture near Haikou City, the island's main town, were turned into fortresses, surrounded by turreted ramparts and defended by machine guns and rockets as well as militia men armed with rifles. Each side had its own armed outposts and roadblocks as well as fortified headquarters in clan temples.

The Chinese media have now reported a peaceful resolution to the conflict. The object of the war appears to have been control of the fertile fields around Haikou oow

that peasants are able to return to family and village farming.

But there were probably deeper roots as well. A radio report from Haikou noted that each of the clans had refurbished its own temples and halls for ancestor worship, usually an assertion of political authority by right of inheritance.

Reporting that "large-scale armed clan fighting occurred in Changliu" from June through August, the radio commentary claimed that order was eventually restored by a "work team" of more than 600 policemen, soldiers, militia members and local officials under Communist Party leadership.

"Twenty-two ringleaders who had organized armed clashes and those who had led in [the revival of] feudal superstition, along with murderers, rapists, looters and assaulters were arrested" by late last month, the radio said, indicating that the roundup was continuing.

"Numerous weapons and tools for criminal purposes were confiscated."

"Public order has been restored," the radio asserted, detailing efforts of party officials to work out peace, dismantle roadblocks and village fortifications, disarm most of the forces, and break the hold of leaders on their followers.

"At present, the armed clan fighting in Changliu prefecture has been completely stopped," the broadcast of Oct. 19 declared. "The commune members are seizing the time after the rainy season to start sowing winter crops enthusiastically."

This account, which has also appeared in Guangdong provincial newspapers in different forms, is the latest in a series of reports of such feuds over the past three years on Hainan, which lies off the coast of northern Vietnam, the Gulf of Tonkin and is regarded by most Chinese as inhabited by rather wild tribes.

Much larger clashes were reported by the dissident political journal, *Exploration*, in 1979 — tens of thousands of combatants involved

on the various sides with more than 300 casualties — but never confirmed officially. The main goal was to reclaim the top political posts for local leaders, who had been ousted 25 years before on orders from Peking.

Later in 1979, protesters took over a local radio station, broadcasting denunciations of the government and the party before police and troops ousted them. The demonstrators also swept through offices, guesthouses, and two restaurants, generally looting everything that could be taken and also stealing the voluminous files of the party and security offices.

Right after that insurrection was put down, according to later reports in the *People's Daily*, wars broke out over much of the island. "There have been incessant clashes over the past couple of years," the *People's Daily* said in March, last year, reporting the last effort to restore peace. And six months later, policemen were imprisoned for selling government arms at high prices to the feuding families.

Historian Ariel Durant Dies at 83 in California

By Richard West
Los Angeles Times Service

LOS ANGELES — Ariel Durant, 83, who at age 15 roller-skated to New York City Hall to marry Will Durant, and embarked with him on a long collaboration in the writing of history that won them a Pulitzer Prize, died Sunday night in her Hollywood Hills home, it was announced Monday.

Mrs. Durant had been in poor health since having a stroke in February, 1979.

Her death came more than six years after the couple finished their magnum opus, "The Story of Civilization," with an 11th volume, "The Age of Napoleon." The 10th volume, "Rousseau and Revolution," received the Pulitzer Prize for literature in 1968.

She is survived by her husband, who will be 96 on Nov. 5, and their daughter, Ethel Benvenuta. During the Durants' 68 years together, Mrs. Durant was her husband's researcher, reader and commentator. He did not want to write another "Civilization" volume without her help; for the series, she pored over 5,000 books, jotting down facts on colored slips of paper for her husband.

Before Mrs. Durant's health failed, however, the two produced one more book, "A Dual Autobiography," an account of their marriage and literary work. It was published in 1977.

Mrs. Durant was credited with collaborating with her husband on eight books. Mr. Durant wrote other books on his own, but with a great deal of research help from his wife on many of them.

Mrs. Durant was born in Russia of Jewish parents on May 10, 1898, and was brought to the United States in 1900. She was raised in Harlem in 1913 when she married the New England-born Mr. Durant, a Roman Catholic of French Canadian descent who was her teacher at the experimental Forster Modern School.

In a 1975 interview with the *Los Angeles Times*, she recalled her wedding day: "I roller-skated all the way down from Harlem, and I got there all flushed and sweaty, with a torn stocking and a skinned knee."

Mrs. Durant's maiden name was Ida Kaufman. But her husband

did not think the name Ida fitted her, so he christened her Ariel. "I always pictured her about to fly off," he once said.

Although much younger than her husband and lacking his formal education, she had a mind of her own and was never afraid to debate him on any subject.

"We're different people," Mrs. Durant said after the "Civilization" series was completed. "Male and female. Different races. Different religious backgrounds. It was our differences that made us grow."

After their marriage, Mrs. Durant enrolled at Columbia University while Mr. Durant, who had also taught Latin and French at Seton Hall College in New Jersey, became director of the New York Labor Temple School. Mrs. Durant never took her bachelor's degree but was awarded several honorary doctorates.

In 1926 Mr. Durant published "The Story of Philosophy," which quickly became a best-seller and brought in the money he and Ariel needed to devote their lives to historical scholarship. The book has never been out of print and has sold almost 4 million copies in 19 languages.

Volume 1 of the "Civilization" series, "Our Oriental Heritage," came out in 1935, carrying only Will Durant's name on the title page. Not until Volume 7, "The Age of Reason Begins," was published in 1961 did Mr. Durant acknowledge his wife's contributions and put her name on the book as co-author.

In 1943 the Durants had left New York and moved into a two-story house in the Hollywood Hills. Volumes 3 through 11 of the "Civilization" series were written there.

"Napoleon Afterthoughts"

The Durants did not want to extend the series into modern times, and "Rousseau and Revolution" was to have been the final volume. But both of them had long been fascinated by Napoleon, whom Mr. Durant regarded as the most exciting man since Caesar, so plans were changed and the Napoleon-era book written.

Some critics sniped at Ariel and Will Durant as popularizers and even romanticizers of history who



Ariel Durant

Ex-Aides Set To Testify in McGoff Case

S. Africans Promised Immunity in Return

By Robert L. Jackson and Ronald J. Ostrow
Los Angeles Times Service

WASHINGTON — Two principal figures in the Justice Department's long-stimmering South African influence investigation have agreed to cooperate with prosecutors and to provide testimony against publisher John P. McGoff, it has been learned.

The potential witnesses, Eschel M. Rhodie and L.E.S. DeVilliers, are former officials of the South African government. In return for a promise of immunity from U.S. prosecution, they have agreed to testify that they played a role in advancing Mr. McGoff's \$11 million in funds from their government to influence U.S. opinion, sources close to the case said.

Mr. Rhodie and Mr. DeVilliers have told department attorneys that Mr. McGoff's long friendship with former President Gerald R. Ford first attracted them to the publisher seven years ago. In 1974, Mr. McGoff received South African funds through a secret Swiss bank account to try to purchase the Washington Star, according to a report by a South African judicial commission two years ago.

The two South Africans are understood to have told investigators that they met Mr. McGoff in Geneva to arrange the payment. But when efforts to buy the Star failed, Mr. McGoff — without consulting them — used part of the money in his \$6-million purchase of the Sacramento (Calif.) Union, according to their account. Mr. McGoff later sold his interest in the paper to Pittsburgh philanthropist and investor Richard Mellon Scaife.

Mr. Rhodie and Mr. DeVilliers, who were high officials in the South African Department of Information, agreed to cooperate in the investigation after seeing records gathered by the U.S. Justice Department indicating that Mr. McGoff had diverted part of the South African funds to his personal use.

Mr. McGoff, who lives in East Lansing, Mich., allegedly used some of the funds for his swimming pool, boat and house. Investigative sources said he also used some of the \$11 million to make unindicated stock purchases.

Employees in Mr. McGoff's office in Michigan said the publisher was traveling Monday and was unavailable for comment. His Washington attorney, Raymond G. Larroca, refused to comment on the new developments.

Mr. McGoff's lawyers have said in federal court papers that the South African commission report amounted only to allegations that Mr. McGoff "may have borrowed funds which ultimately may have originated in South Africa."

Mr. Rhodie was convicted in South Africa last year on charges of missing \$37 million that the Department of Information spent secretly to improve South Africa's image in the United States, Britain, West Germany, Japan and other countries.

He and Mr. DeVilliers reportedly have said that they exercised no control over Mr. McGoff's pro-South African writings. The Justice Department investigation is based on Mr. McGoff's failure to register as a foreign agent, but the indications of the diversion of funds have added more weight to the case.

Aside from Mr. McGoff's activities, sources familiar with the U.S. investigation said there was no hard evidence that any South African funds were used to influence federal elections in the United States.

But Mr. DeVilliers, who had a cover as an employee of Sydney S. Baron Inc., a New York public relations firm, has told the department that former President Ford was paid \$10,000 in South African government funds for addressing a Houston seminar in 1978 on the subject of business opportunities in South Africa. Mr. DeVilliers reportedly said he lied to Ford about the source of the funds, telling the former president that the Baron company was paying his fee.

Designer Edith Head Dies; Won 8 Oscars for Costumes

New York Times Service

LOS ANGELES — Edith Head, 80, the doyenne of motion-picture costume design who received a record eight Academy Awards for her work on films, has died of a rare disease of the bone marrow.

In a career that spanned more than 50 years, Miss Head, whose bangs, bun, tortoise-shell glasses and two-piece suit became unmistakable fixtures of the Hollywood scene, worked on 1,000 films and was nominated for 35 Oscars.

She designed clothes for Elizabeth Taylor, Marlene Dietrich,

More Errors Found at U.S. Atomic Plant

The Associated Press

LOS ANGELES — A second set of design errors discovered at the still-unstarted Diablo Canyon nuclear power plant has raised doubts about the whole system designed to protect the \$2.3-billion installation from earthquakes, a government official has disclosed.

Our principal concern is whether or not we should have confidence in other work that was done," said Jim Hanchett of the Nuclear Regulatory Commission's San Francisco-area office on Monday. "These two errors themselves don't appear to be insurmountable... but the question we're asking is: Are there other ones out there?"

He said quality-control systems are supposed to catch mistakes and that system apparently failed at Diablo Canyon.

"The question is: What were the deficiencies in that system that allowed these errors to go undetected until now?" he said. "Until we can bound that problem, we're going to have to keep looking. [The answer will help determine] whether this reverification effort should be expanded into other areas of the plant."

Additional Hearings

Until such questions are answered, fuel-loading and start-up of the Pacific Gas & Electric Co. plant apparently will not be allowed. The NRC authorized low-power testing last month. A full-power operating license will require additional federal hearings later.

The errors are almost certain to fuel opposition to the bitterly contested power plant. Opponents for years have argued that the plant is inherently unsafe because it sits about 3 miles (4.8 kilometers) from an offshore earthquake fault. Thousands of anti-nuclear activists tried to block the plant for two weeks in September.

Both design problems involve modifications begun in 1977 to strengthen pipes and other components against a quake.

15 Die in Nicaragua Crash

United Press International

MANAGUA — A government helicopter chasing rightist guerrillas slammed into a hill in the fog, killing 15 airmen in northern Nicaragua, the Defense Ministry reported.

Paris Airport Bombed; No One Hurt in Attack

United Press International

PARIS — A bomb exploded in a terminal building at Charles de Gaulle airport Tuesday and caused some damage but no injuries, authorities reported. It was the second blast at the airport in 13 hours.

Officials said the bomb was hidden in a waste basket near an elevator entrance. On Monday night, a car in an airport parking lot was destroyed in an explosion that also caused no injuries.

The Joy of Cookbooks: A Bonanza for Publishers

By Edwin McDowell
New York Times Service

NEW YORK — Pelican Publishing has 26 cookbooks in its current catalog, everything from Scottish recipes to cooking with herbs. Nevertheless, the Gretna, La., house is surprised by the many advance orders it has received from as far away as New York and Los Angeles for its forthcoming kosher-Creole cookbook.

"There doesn't seem to be any limit to the kinds of books that cooks are interested in," said Kate Siegel Bandos, Pelican's marketing director.

The all-time best-selling hardcover cookbooks are still those that, in their earliest editions at any rate, offered no-frills recipes and advice: "The Fannie Farmer Cookbook" (which dates to 1896), "Better Homes and Gardens New Cook Book" (1930), "The Joy of Cooking" (1931) and "Betty Crocker's Good and Easy Cookbook" (1954).

But these days the bookshelves in the United States overflow with ethnic cookbooks, cookbooks for dieters and diabetics, books with regional specialties, collections of recipes by writers and dessert books. In short, there are cookbooks for every taste, even some that conceivably would have satisfied Piero di Cosimo, the 16th-century Florentine painter, who ate only hard-cooked eggs. "I've even heard about a cookbook for dog food," said Ann Bronson, an editor at Harper & Row.



Food

The end is nowhere in sight. "It sometimes seems as though anybody who cooks thinks they can write a cookbook," said Susan Lescher, literary agent for a number of cookbook authors and Over the years Knopf has

helped open new culinary worlds by publishing the likes of James Beard, Julia Child, Simone Beck and Marcella Hazan. Yet Mrs. Jones remains receptive to suggestions from relative unknowns. "The Vegetarian Epicure," for example, was written by a filmmaker, Anna Thomas. "She hoped the royalties would help her support her filmmaking habit, and indeed they have," said Jones, who is also editing a book by a Michigan backpacker who got so tired with the commercial products available that she wrote her own cookbook for hikers.

"I wasn't looking for a vegetarian or backpacker's book," Jones said. "I was persuaded by what one person put on paper."

Narcisse Chamberlain, an editor at William Morrow & Co., another major cookbook publisher, commented: "I used to be able to get a decision out within 24 hours. Now some manuscripts are so good that I spend an awful lot of time reading even ones I know I'm going to say no to."

"Most of my authors don't

come to food as an avocation," Bronson said. "It's what they do for a living. They are usually chefs, food columnists or cooking teachers." What she looks for, she said, is "books that teach cooking rather than merely give recipes," books in which the authors enable readers "to see something about cause and effect in the kitchen rather than just follow steps."

Jones, on the other hand, tends to shy away from books by professional chefs. "They don't cook the way people do at home," she explained. "They have people cutting things into strips for them, and it's hard for them to transplant themselves into the average kitchen."

One good way to get a cookbook published is under the auspices of a church, social club or civic organization. Five years ago Alice Antreasian wrote "Armenian Cooking Today" for her Armenian Church diocese. Now in its third printing, it is sold in a number of New York bookstores. Many such books are eventually picked up by regional or national publishers.

Doubleday published "The Plantation Cookbook" by the Junior League of New Orleans, while Ballantine has recently published trade paperback editions of "The Southern Junior League Cookbook" and "The Western Junior League Cookbook" (originally published in hardcover by Doubleday).

Pelican's "Herbs: From Cultivation to Cooking" was originally published as a fund-raiser by the Herb Society of Greater Cincinnati. The first 3,000 copies of "The Joy of Cooking," which has since sold 8.5 million copies, were run off by a local printer for a church in St. Louis.

Belfast Setting Fails to Make 'The Outsider' a Success

By Thomas Quinn Curtis
International Herald Tribune

PARIS — In 1978 Tony Luraschi, a California filmmaker, went to Dublin to shoot a film on the political-religious conflict in Northern Ireland. Entitled "The Outsider," it is based on a novel by Colin Leister, a Life photographer who covered the turbulent Belfast scene.

It tells of an Irish-American veteran of the Vietnam War who, on being demobilized, is fired by his grandfather's tirades on the British oppression of his people. The former soldier enlists in the Irish Republican Army, goes to Ireland, and is assigned to terrorist missions. Disillusioned by the experience, he makes a perilous escape and returns in a depressed state to his Detroit home. The only mes-

sage that can be deciphered from this folder of kidnappings and slayings of suspected enemies, of complicated conspiracies and civil strife is that war is hell, a lesson he might have learned in Vietnam.

"The Outsider" is appropriately named. An outsider's views might throw instructive and tonic light on Ireland's current woes, but here no discernible point is scored. The film, save for its setting, moves outside the realm of its selected subject, concentrating on the ruminations of an alien participant recruited in a political struggle. His personal dilemma is remote from the chosen situation and of extreme banality for he is drawn as that maudlin prototype, the mixed-up kid.

It is significant that just last week in Dublin a dramatization of

Films

O'Flaherty's 1925 novel, "The Informer," with its reproduction of the troubled World War I era, struck spectators with its chilling sense of immediacy, while this film with its intended up-to-the-moment urgency emerges as another movie melodrama of common cut far from recognizable reality. This is not a case of objectivity or neutrality. O'Casey's plays of political unrest were both objective and neutral, but from explosive materials they distilled the essence of genuine tragedy.

Luraschi's direction is acceptable but routine and so is the work of his cast, though Sterling Hayden as the generous grandpa rises above the historic level of his companions. (At the Hauteville Pathé, the Gaumont-Ambassade and PLM Saint-Jacques in English.)

Jean-Paul Belmondo, the affable athlete of Gallic screen adventure romances, is back again with his ingratiating grin and macho swagger.

As this is reputedly a period of change, he has switched roles in his latest vehicle, "Le Professionnel," though, as the posters promise, he is equipped with a protective firearm. This time he is neither cop nor robber, but a secret service agent who is officially dispatched to assassinate a troublesome tyrant of darkest Africa. After his arrival in the unfriendly land, government policy alters and the assassination is no longer deemed necessary. He, alas, is caught red-handed in his preparation for the murder and is condemned by the despot to hard labor in a desert island penal camp, while in Paris his superiors write him off as a casualty. Little do they know him! He escapes from blazing-sun confinement, makes his way to France and plans to slay the African ruler when he comes to Paris on a diplomatic visit, though his colleagues seek to prevent his revenge.

Georges Lautner receives credit for the direction, but when Belmondo is on — and he is on almost unrelentingly — it is his antics that are the chief attraction. (At the Berlitz, the Normandie, the Cluny Palace and the UGC Odéon.)

An Adventurous 'Luisa Miller' in Zurich

By Andrew Clark
International Herald Tribune

ZURICH — The Zurich Opera has a Verdi tradition that in recent years has found room for some of the less-known early operas as well as established favorites. "Luisa Miller," which has just been given a new production, falls into neither category. It is a transitional work, marking the point where early Verdi ends and his middle period begins.

The staging of the Austrian director Alfred Wopmann is adventurous without resorting to experimental techniques or sacrificing the work's appeal. Beyond the tragic tale of young love and parental pride, he sees an illustration of the gap between aristocracy and common people, his sympathies lying clearly with the latter.

Toni Businger's set is dominated by a black granite arch within a framework of stone pillars, symbolizing the rich, dominating and cold-hearted world of the ruling class. For the scenes at Miller's house, a simple wood cut-out panel is added at center stage. But the ornate crest of the arch, like an ugly headstone, remains visible as a reminder that the two worlds do not mix. In the court scenes, vulgar embellishments create an atmosphere of neoclassicism which, linked to the exaggerated gestures of the couriers, borders on the comical.

Opera

Giorgio Zancanaro was outstanding for his dignified portrayal of Miller. Eugenia Moldovanu's Luisa benefited from her agile voice and air of humility. As Count Walter, Bonaldo Giaiotti gave a vintage characterization of the proud and obstinate father.

Nello Santì's conducting was distinctive for its expressive phrasing and taut control of crescendos. He was well served by a principal clarinet who made light of his prominent role, but the orchestra's strings sounded wiry and undisciplined.

Photography Scene

Death and Resurrection of Dieter Appelt, Ufficio d'Arte/Creatis, 44 Rue Quincampoix, Paris 4, to Nov. 12.

The 46-year-old German photographer Dieter Appelt bandages himself with a thin layer of plaster and after it dries and starts cracking, photographs himself. It is not new that photographers create world their picture, but rarely has anyone achieved visual expression of such beauty and insight into the eternal fear of death. He is not a novice when it comes to dark and mysterious beauties. In the early '70s he photographed Scottish mountains and French graveyards. Thorough and methodical, he also

pictures man's primitive desire to fly. A pair of white wings, constructed by himself, illustrate his visio of mastering nature and, in a way, reaching for immortality.

Salon Photo-Chemica, Exhibition Hall, Porte de Versailles, Paris 15, to Nov. 2.

As an appendix to the fair of photography and cinematographic material and equipment, an exhibition gallery with several shows offers the best and the worst of what can be organized at such event.

"China Seen by the Chinese," 120 black-and-white and color pictures, shows the way Chinese see and photograph themselves. The theme of work dominates the show. Photographs from a monthly magazine, Geo, are enlarged to enhance color photography, "Nudes From Daguerre to Today" is misleading in its title, badly organized, and fails to show any development or evolution in the treatment of the subject.

—C.G.CUPIC

Sunk Treasure Shown in N.Y.

United Press International

NEW YORK — The first major exhibition of the most valuable Spanish galleon treasure ever rescued from American waters has put the Queens Museum on the map after 10 seasons of trying.

The show, "Shipwrecked 1622: The Lost Treasure of Philip IV," opened less than two weeks ago. It has tripled attendance at the museum, which occupies a structure surviving from the 1939-40 New York World's Fair.

Organized by the museum's director, Janet Schneider, and underwritten by the Chase Manhattan Bank, some 100 objects of the thousands retrieved so far from the wrecks of the Nuestra Señora de Antiocha and the Santa Margarita fill six rooms.

Gold and silver bullion, coins and jewelry worth \$70 million on the antiquities market have been recovered since the Antiocha was found in 1971 and the Santa Margarita in 1980 in the Straits of Florida.

This is estimated to be only 5 percent of what went down with the two galleons, sunk in a hurricane while escorting Spanish merchant ships back to Spain.

The main flaw in the production was the lack of an adequate tenor. Fortunately in "Luisa Miller" Verdi spreads the musical plums among five major characters, and the rest of the cast gave polished performances.

Art

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WORLDWIDE ENTERTAINMENT

PARIS

LES 2 MEILLEURES SOIREE DE PARIS

NOUVELLE REVUE COCORICO I

LIDO

20 h 30 Dîner dansant champagne et revue

295 F

22 h 30 Revue et 0h 30 Champagne

200 F

PRINCES SERVICE COMPRIS

NORMANDIE

116 bis av. des Champs-Élysées 563 01 61 et agences

WATUSI DANS FRENESIE

MOULIN ROUGE

20 h 00 Dîner dansant champagne et revue

295 F

22 h 00 Revue et 0h 00 Champagne

200 F

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Place Blanche 606 00 19 78 02 et agences

INTERNATIONAL RECRUITMENT

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A SPECIAL SUPPLEMENT

Executive Market Eases — But Searching Doesn't

By Roger Collis

WHILE many recruiters report a decline in the total executive job market, they say it has become harder to find and attract the right people to the jobs that are available. This is because the recession has made executives more cautious about considering a career change.

At the same time, companies are becoming more selective in whom they hire. They may demand, for example, a proven track record in their specific field. Everybody is anxious to avoid making expensive mistakes. Companies are taking the opportunity of cost-cutting programs to weed out mediocre executives. Top-flight talent is being assiduously courted.

According to Jean-Pierre Houdiniere, a partner of Paris-based consultants Houdiniere & Morgan, the current recession is mainly affecting middle management, those earning \$20,000-\$40,000. Nigel Kermodie, senior partner of Berniston International in Geneva, said, "In general, there are less executive job opportunities but openings in top management are as numerous as ever. There is a switch from glamorous consumer goods, like food and cosmetics where growth is not so fast these days, to high-technology industries and the service sector."

Mr. Kermodie said that one function in great demand is the financial controller — particularly in rescue situations. Roy Shirley, Brussels-based managing partner of recruitment consultants TASA SA, said, "The financial man is really 'top' at the moment. With high interest rates, companies want to know what to do with their cash. Good money managers and people with treasury experience are in very short supply."

Rescue Managers

Philippe Colomb, joint managing partner of Berniston in Paris, said he is getting a lot of assignments for "rescue managers, particularly in ailing industries such as machine tools and textiles."

Olivier Romiee, president of Spencer Stuart & Associates in Paris, points out that the rescue manager is a rare individual: "Someone who has the courage and the ability to put all or part of a company into liquidation and start from scratch; this means taking risks with his own career."

Mr. Shirley believes that the "cutter" is a different kind of person from the "builder." "A good example is Memorex," he said. "They took Robert Wilson in as chief executive and he cut the thing to ribbons. But he didn't rebuild for the future. Guys like that end up on top but they haven't got the nature or the skills to do what a growth market demands."

The generalist seems to be as much in demand as the specialist. "There is a definite move toward the generalist, someone with solid technical experience plus general management. It's critically important today for him to be a good people manager as well," Mr. Houdiniere said. John Foden, London-based chief

executive of PA International Ltd., agrees. "Broadly, we need two kinds of an individual. The super technologist, someone who can design the equipment that designs computers, and the generalist, who knows how to manage the specialists and motivate them."

Demand for Maturity

These management paragons are unlikely to be whiz kids. "The ideal age is now 48 to 55 instead of 35 to 45," said Mr. Romiee. "I'm seeing a demand for maturity," Mr. Shirley said. "The older man is getting more valued and companies are much more open-ended on the top age limit. We recently placed a guy of 56." Said Mr. Kermodie: "People are much more open minded about age. They're looking less for stereotypes."

Searches are taking longer to consummate. "I was asked by the minister of industry to find a top guy," Mr. Colomb said. "It took me six months. It's very hard to attract people to high risk situations. Prestige is often more important than money." According to Mr. Romiee, "Older executives, with seven or eight years to go, can better afford to take risks than men in their thirties and forties. It can be an interesting end-of-career challenge."

John Fulford, a London-based director of recruitment consultants, Grosvenor-Stewart Ltd., said that a large number of job offers are being turned down. "Candidates are often available, but it's hard to get a man to elch a job. Today everything has to be right, whereas a few years ago if 75 percent was right a man might take a risk." Jacques Doyon, managing director, Continental Europe, of MSL Management Consultants Ltd., said, "We have a high percentage of last-minute refusals. The reasons might be housing, education, pension funds and just general portability. Executive mobility is an absolute myth."

Gerard Cliny-Melin, president of Spencer Stuart & Associates in Paris, believes that there is more job mobility in the smaller, higher-performing companies than in larger organ-

(Continued on Page 10S)

The Asian Experience: It Can Be a Jolt

By Peter Cordingley

HONG KONG — For an executive on his first overseas tour of duty, life in Asia can be a considerable jolt. With the exception of the Philippines, where there is a relatively strong American cultural overlay, Asia, for most businessmen, is an unfathomable territory.

In most places, techniques and approaches learned in business school are not adequate training. At best, they serve as a basis for doing business, and in some countries, Japan being the most striking example, they could be discarded.

Most expatriates who have been in Asia for some time, and who have traveled around it,

divide the region into three distinctly different zones for business. To the north there is Japan — a land where you need to know as much about social etiquette as anything else to be a business success. Then there is Hong Kong and Singapore, where, according to popular legend, deals are clinched so swiftly a foreigner could miss out if he closes his eyes to light a cigar.

And last, Southeast Asia, where patience and a non-to-zero attitude to business ethics are perhaps the most useful virtues. The general consensus is that beginners should not be sent to Japan. As one senior executive of an American multinational put it, "There is no way you can prepare someone for the frustrations that go with a business dinner in Japan. Three hours of social banter, usually with lots of liquor, and then, at the end, a polite on from your Japanese hosts about the business deal. I've seen experienced executives crack near the strain. It's no place for young swashbucklers."

Nationality Differences

It would appear that certain nationalities fare better — or, more exactly, less badly — than others. Northern Europeans, who tend to have a longer "patience fuse," handle the frustrations considerably better than Latins. North Americans fall somewhere in between, while Australians, with their usually-disarming bluntness, have been described as bulls in a Japanese tea-house.

The problem of nationalities goes even further. Some multinationals are said to have adopted an unofficial policy of not mixing foreign nationals in the same office. Experience has shown that living in a "hostile" cultural environment like Japan's, merely emphasizes the differences between foreigners.

The pressures on expatriate executives in Ja-

pan come from two basic sources — language and social. Learning Japanese is a time-consuming business and only a handful of businessmen have mastered it. As a result, most expatriates spend their day surrounded by a totally incomprehensible noise. Physically, it can be extremely wearisome while psychologically, it can produce a sensation of alienation.

This is made more acute by the simple fact that it is virtually impossible for a foreigner to penetrate the local social world and to be accepted. One American executive, with 10 years' experience in Japan commented, "If there is one person who has managed this, I would like to meet him. In all my time here, I have never come across an expatriate who can honestly claim to have crossed the barrier."

The attitude of most Japanese toward foreigners is not easy to analyze. One British executive called it a "cocktail of indifference and subtle hostility." The effect on businessmen is

(Continued on Page 10S)

Notebook for a 'New Boy'

By David Clutterbuck

EVEN if you join at the very top, the first day in a new company is just like being the new student in a strange school.

If you have done your homework well, you will have accumulated a good deal about the background of the company and its financial health. You will have tried to arrive early for the job interviews so you can get deliberately lost in the back corridors to observe what really lies behind the marbled porticoes. And you will have spoken to the receptionist, the door-man and any middle-level secretaries you can find because, if there is any dirt going around, they will usually know about it long before most of the senior managers.

In spite of all these preparations, you may still be walking into a mine field. Many an executive has come to grief early in his new job because he failed to recognize that the welcoming mat spread out for him concealed a pit dug by people with a vested in-

(Continued on Page 8S)

The Recruiting Business: A Guide to Basic Services

THERE are four basic types of recruitment service. Some consultants offer more than one. They often tend to overlap and the distinctions become blurred.

Executive Search (headhunting): the most visible and (arguably) the most glamorous end of the recruitment business. Rising executives monitor their status by the frequency with which the headhunter calls. Headhunting works best when there are relatively few prospects — far chief executives or highly specialized functions like tea buyers, for example. Headhunters work through a network of personal contacts and extensive files, which include business school alumni lists. The idea is to weed out people who might not overtly be looking for a move.

The courtship ritual invariably starts with a discreet phone call. "Are you free to talk? We're looking for a marketing veep for a major packaged goods firm on the Coast. Do you know anybody who might be suitable? You mean you'd be interested yourself? Why that's great..." This is followed by future meetings at airports and motels. Three months later, the headhunter presents a short list of two or three candidates to his client. Few executives can resist the ego massage of being headhunted. Even if they do not get the job, they rarely feel resentful.

No one should forget that headhunters work for their clients, not for the executive. So the negative sides may be glossed over. That said, it is in the headhunter's interest to ensure a "good fit." Most headhunters will undertake to replace a candidate free of charge if he quits for one reason or another within a year.

Headhunters charge 30 percent to 40 percent of the first year's gross salary plus out-of-pocket expenses — one reason why headhunting is said to be one of the most profitable franchises of management consulting. Most headhunters have high ethical and professional standards, but the low overheads of the business encourage a few fly-by-night operators.

Jacques Doyon, managing director for Continental Europe of MSL Management Consultants, said, "I could tell you some horror stories of guys finding that their fees had been peddled all over the place. Trouble is there's no regulation in this business. And the percentage fee system encourages searchers to put up the most expensive candidates. But we're professionals, not bookmakers." Mr. Doyon argues for a fixed fee depending on the difficulty of the assignment. "If you want a \$50,000 nuclear engineer, I might have to charge you the equivalent of a 60-percent fee," he said. "But for a run-of-the-mill accountant, I might only charge the equivalent of 10 percent."

Management Selection (or advertised recruitment): this includes a range of services. The most comprehensive is when the consultant explores the brief in considerable depth with the client, writes the copy for the advertisement, places the advertisement (usually under the consultant's name), screens the replies, interviews candidates and presents a short list to the client. The client normally pays 20 percent of the first year's salary plus the cost of the advertisement. A given assignment is exclusive to the consultant.

Some consultants work on a contingency basis. A client will give a brief to more than one consultant. The consultant will place an advertisement at his own expense (usually a blank ad for several jobs) and, if he finds a candidate who is hired, he will claim a fee of about 15 percent from the client.

Employment Registers: this is the most passive method of recruiting. Some consultants act as little more than clearinghouses for resumes. Some will interview candidates, others will not. Some will advertise: "Salesmen wanted. Write to us and we'll put you on our register." Clients may call up and say: "Do you have a medical representative or an accountant you can send around?" In some countries, Sweden for example, registers of executives are forbidden by law.

Recruitment Advertising: this is a service to all recruitment consultants, some of which have their own advertising departments. Mostly it is done by specialized advertising agencies who earn their money by media commissions. They write the copy and place the ads. A few may screen replies but most pass them on unopened to clients.

Not surprisingly, the recession has hit recruitment advertising. The number of jobs available has fallen and media costs (especially in Britain) have tended to rise. Search more economical for jobs paying more than \$30,000. According to Roderick Braithwaite, chairman of the London-based Recruitment Society and managing director of Charles Barker Recruitment Advertising Services Ltd., the real volume of advertising, allowing for inflation, is still falling.

He sees a slight upturn in marketing management jobs, however, which may mean an upturn in the market as a whole. "The 1980s is not going to consist of what I would call mass recruitment," he said. "We're in a climate of fear, with fewer people leaving jobs and much less job mobility. Recruitment ads today have to be much more specific in order to attract the right people."

Michael Lytton, who runs London-based Saatchi & Saatchi Recruitment, forecasts an upturn in the latter part of 1982. "In recruitment," he said, "recessions tend to run in four-year cycles." He added that the trend in a recession was for companies to do confidential-style advertising through consultants. "If a company is laying people off," he said, "it can't afford to let its employees know that it is advertising."

But Roy Shirley, Brussels-based managing partner of recruitment consultants TASA SA, said: "In the middle management area, there are so many people on the market that companies are getting a good response by putting their own ads in. So why use a recruitment agency?"

However, David Miln, deputy managing director of the London-based advertising agency Saatchi & Saatchi-Garland Compton Ltd., stresses that creativity in recruitment advertising has never been so crucial. "We are the only agency to sell a purely creative approach. The important thing is to think out with the client the job proposition and then go through the same creative disciplines as we would for any other product advertisement," he said.

— ROGER COLLIS

A New Look at the Effects Of Stress in Corporate Life

By Cary L. Cooper

LIFE in complex industrial organizations can be a great source of stress for managers. L. Studs Terkel echoes this in his book "Working." "Work is... about violence to the spirit as well as the body. It is about ulcers as well as accidents, about shouting matches as well as flashlights, about nervous breakdowns as well as kicking the dog around. It is, above all (or beneath all)... about daily humiliations."

Increasingly, managers are suffering extensive physiological symptoms from stress at work such as disabling ulcers, heart attacks, various forms of cancer and so on, which force them to retire from active organizational life before they have had an opportunity to realize their potential. These and other stress-related effects (irritability, excessive drinking, sleeping pills) also feed into the family, becoming great sources of disturbance and thus pervading the whole quality of life.

The mental and physical effects of job stress are not only disruptive influences on the individual manager, but also a real cost to the organization. Studies carried out in the United States estimate stress costs due to loss of production, treatment, prevention and damage done by anti-social behavior of work at between \$6 billion and \$20 billion a year, or 1 percent to 3 percent of gross national product. At a less dramatic level, it has been found that stress costs substantially more than industrial injury and 10 times more than strikes.

This author, for example, is carrying out a 10-year study into executive health, with a sample of nearly 500 senior managers from a variety of multinational companies. The early results reveal interesting aspects of executive life and work. For example, while senior executives have been cutting down on their smoking over the years (with our study revealing that only 16 percent are regular smokers), large numbers of them are dramatically increasing their consumption of alcohol. We found that nearly a quarter of our sample had at least two drinks every day, with an additional 15 percent consuming between three and six drinks daily; only 1 percent were abstainers. The vast majority of executives admitted that more and more business was being conducted over drinks and that many of their colleagues were becoming alcoholics without knowing it.

Tranquilizers

In addition to drink, we found that 30 percent of those sampled were taking tranquilizers, with 18 percent admitting that this was due to stress at work. In a similar vein, 24 percent of the executives indicated that they were regularly taking sleeping pills, particularly during business trips or when they had worked long hours.

When the executives admitted to being under stress in their lives, the pattern most commonly given was related directly to work, reported by more than 57 percent of the sample. Forty-five percent indicated that the problems they had at home or in the family were due in a great measure to the demands of the husband's job. When asked what were the major sources of stress in the work place, 34 percent suggested that it stemmed from their relationship with their boss, 33 percent from frustrated ambition over future career and 30 percent from the amount of time spent away from the family on business. In this regard, most executives worked between 45 and 60 hours a week, with most of their time spent in meetings (both scheduled and unscheduled), traveling and talking on the telephone.

One danger of the current economic situation is the effect that work pressures (such as fear of job loss, blocked ambition, work overload) have on the families of managers. At the very best of times, young managers face the inevitable conflict between organizational and family demands during the buildup of their careers. But during economic crises of the sort the Western world is currently experiencing, the problems increase in geometrical proportions as executives strive to cope with some of their basic economic and security needs.

'Company Man'

Under normal circumstances, most executives find home a refuge from the competitive and demanding environment of work, a place where they can get support and comfort. But when there is a career crisis (or stress from job insecurity, as many executives in the West are facing), the tensions the managers bring with them into the family affect the wife and home environment in a way that may not meet their "sanctuary" expectations. It may be very difficult for the wife to provide the kind of supportive domestic scene her husband

(Continued on Page 8S)

Comparison Of Top-Level Recompense

THE ACCOMPANYING figures are extracted from a 1981 report on top management remuneration by Management Centre Europe. U.S. dollar exchange rates are those of Jan. 7, 1981. The sample consists of 860 companies in Europe and 2,291 in the United States.

Annual Total means annual total gross remuneration. It is the sum of the annual base salary plus bonus. It does not include other taxable benefits such as automobiles, housing and education.

Net means take-home pay after deduction of social security charges, state and local income taxes (calculations assume a married couple with two dependent children) plus family allowances.

Net/COL means the total cost remuneration adjusted to cost-of-living using New York — 100 — as the base. This gives an estimate of relative purchasing power in each of the countries surveyed. It does not take into account the many differences in national spending habits. These differences are essential when comparing the cost of

(Continued on Page 9S)

Concentrating on the Ends, Not the Means

"CLIENTS are abused by headhunters," said Jacques Doyon, managing director for Continental Europe of MSL International Consultants Ltd. "They often pay through the nose for search when it may not be the most appropriate way to recruit an executive."

Mr. Doyon believes that there is a lot of snobbery attached to headhunting and that recruitment has been divided artificially into search and selection. "The client should concentrate on the ends, not the means," he said.

"Each recruitment assignment requires a different approach," said John Fulford, director of Grosvenor Stewart Ltd. "This might be

advertising, search, register or a combination of all three."

According to John Foden, chief executive of PA International Management Consultants Ltd., there is a shift toward search, particularly in Britain, because advertising has become so expensive. "And the response to an ad is going to be huge, with all the unemployment," he said.

Salary Threshold

Mr. Foden believes that search becomes beneficial in Britain for a salary of \$30,000 and above. A 20-percent commission for selec-

tion plus the cost of advertising equals a 30-percent search fee. Mr. Doyon puts the salary threshold at 85,000 Deutsche marks in West Germany and 150,000 francs in France.

But salary is not the only criterion for search or selection by advertising. A major factor is the number of people in the target group and how hard it is to attract them.

Mr. Foden said, "If you ask me to find a biotechnologist for \$25,000, I might suggest using search because I know there are not many of these people and they are not likely to answer an ad. On the other hand, if you want a production manager for consumer products at \$60,000, I'd suggest advertising recruitment because there are so many of these guys. Right now we're looking for a meat trader for a Middle East client. He'll probably come in at \$60,000. We're doing an international search because we want a top guy that we'll have to attract to the job."

According to Mr. Doyon, jobs like personnel and finance are better-filled through recruitment advertising. "I have an assignment for a top personnel guy for a major multinational. Salary around \$100,000. He could come from any industry. It's easy for me to identify the top five personnel people in Europe. But what about the others?..."

As an example of search plus advertising, Mr. Foden cited the case of a European president for a tool company. "It's going to cost an awful lot of money to do a search in the six countries we feel might be a national of," he said. "So we are going to search two countries and cover the rest by advertising."

He added: "In the States, search is the way of filling jobs. But I find that Americans are increasingly more receptive to using other methods here in Europe."

Mr. Doyon said, "We used to get some Texan calling: 'I'm going to be in the U.K. on Tuesday and I want to see 10 candidates.' But now he's likely to say: 'I need to recruit somebody, how should we go about it?'"

— ROGER COLLIS

How Much Do Executives Earn?

(Figures in thousands of U.S. dollars)

Chief Executive											
	Austria	Belg.	France	W.Germ.	Italy	N'lands	Port.	Spain	Switz.	UK	USA
Annual Total	97.2	98.8	98.1	93.3	61.2	83.2	22.0	63.5	108.6	81.5	145.5
Net	45.7	45.5	69.7	52.3	40.4	39.1	14.1	47.0	69.5	46.5	87.3
Net/COL	31.6	31.6	50.0	36.9	33.3	26.8	12.6	39.8	46.4	33.2	87.3
Director of Marketing											
Annual Total	52.0	68.8	60.0	-62.7	45.5	58.1	18.6	43.4	65.6	50.7	76.5
Net	27.0	35.8	45.0	38.3	30.9	30.2	12.7	33.4	47.9	33.0	50.5
Net/COL	18.7	24.8	32.3	27.0	25.5	20.7	11.4	28.3	32.0	23.6	50.5
Director of Manufacturing											
Annual Total	68.1	55.5	56.9	42.8	56.8	16.8	40.0	67.1	42.6	71.1	47.6
Net	35.4	41.9	36.4	29.5	30.1	11.6	30.8	48.3	29.0	47.6	47.6
Net/COL	24.6	30.1	25.7	24.3	20.6	10.4	26.1	32.2	20.7	47.6	47.6
Director of Finance											
Annual Total	54.6	64.2	61.6	58.1	44.1	55.8	17.2	46.4	64.9	46.5	78.9
Net	27.9	34.0	46.2	36.0	30.1	30.1	11.9	35.3	47.4	31.2	51.3
Net/COL	19.3	23.6	33.2	25.4	24.7	20.6	10.7	29.9	31.6	22.3	51.3
Director of Personnel											
Annual Total	45.8	57.7	57.1	49.2	38.7	50.3	15.7	42.9	65.9	44.7	53.0
Net	24.7	32.3	43.4	32.0	26.7	28.2	11.3	33.0	48.1	30.0	37.1
Net/COL	17.1	22.4	31.2	22.6	22.0	19.3	10.1	28.0	32.1	21.4	37.1

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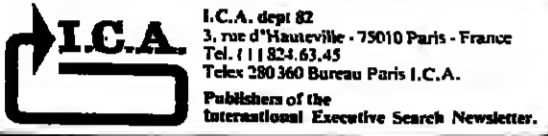
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INTERNATIONAL RECRUITMENT

A New Look at Stress in the Corporate Life

(Continued from Page 7S) requires at a time when she is beginning to feel insecure, when she is worried about the family's economic, educational and social future.

'Company Man'

The wife of a top European executive said, "My husband is very fond of his company, he's a company man, so when the company was in a bit of trouble and he thought he might lose his job, he suffered greatly. At first he showed it in agitation with me and the children, but finally in a heart attack. To a way, the heart attack was quite a relief. It forced my husband to put his job and life into perspective, and he has been able to cope with both much better. This fear of losing a job, though, can really damage your self-confidence and family life. I speak from experience."

Not only is it difficult for a housebound wife to support her managerial husband and at the same time cope with family demands, but women increasingly are seeking full-time careers as well. According to the U.S. Department of Labor, the "typical American family" with a working husband, a homemaker wife and two children now makes up only 7 percent of the nation's families. In 1975, 45 percent of married women were working, as were 37 percent of women with children under 6 years old; in 1960, the comparable figures were 31 percent and 19 percent, respectively. It is claimed by many industrial psychologists that dual career family development is the primary culprit in the very large increase in the divorce rate during the last 10 years in the United States and Western Europe.

The problems that this creates for the male manager are enormous - it affects almost all aspects of the life of managers at work. For example, managers are expected, as part of their job, to be mobile - that is, to be readily available for job transfers, both within and between countries. Indeed, a manager's promotion prospects depend on his availability and willingness to accept moves.

In the 1980s and 1990s, as more women begin to pursue full-time careers as opposed to part-time jobs, the prospects of male managers being available for rapid deployment will decrease substantially. In the past, male managers had with few exceptions accepted pro-

motional moves almost without family discussion. Future decisions will be made by the family, but this is already happening throughout Europe and the United States, and it is exacerbated by the fact that corporations have not adapted.

Few Facilities

Few facilities are available in companies to help either of the career members of the family. At present, many senior top managers have few facilities in this regard, primarily because their wives represent the "old school" those who remain at home. The junior and middle managers are the most vulnerable in this regard.

Not only are more women working but there is an enormous growth in women entering management. The U.K. University Statistical Record, for example, shows that from the early to late 1970s there was a 33-percent increase in women graduates entering industrial employment. The number of women employed in finance and accounting rose from 14 percent to 23 percent; in personnel management from 51 percent to 62 percent; in buying-marketing-selling from 28 percent to 36 percent; and in legal work from 25 percent to 32 percent.

The women who are becoming managers and administrators are facing not only the same sources of stress as their male counterparts, but a variety of other sources. In a recent study by the U.S. National Heart, Lung and Blood Institute of 350 housewives, 387 working women and 580 men, it was found that working mothers had the same coronary heart disease rates as men for the first time this century (although the rates for single working women were still lower than for men). They also found that working women as a whole "experienced more daily stress, marital dissatisfaction, anger, worries and were less likely to show overt anger than either housewives or men."

Greater Difficulties

The difficulties facing the executive women are much greater than those of her male counterpart. She not only has to cope with the daily pressures of the work place but also the demands from the home (both from her husband and children), as well as her guilt feelings about not playing her traditional child-rearing and wife roles. Many of the husbands of executive wom-

en intellectually accept their wives' careers but few of them psychologically accept this, and they expect their wives to cope with both the world of work and the home.

A senior female executive said, "Of course it bothers me [that her husband does not help at home]. It's not a matter of accepting it, but when someone has been brought up like that, it is very difficult for them to change. I have made sure that my sons have not been brought up in that manner."

Then there are the problems that female managers face of limited mobility, blocked promotion, sexual harassment at work, overlooking their husbands getting along with threatened male colleagues and so on. These problems have not been adequately explored by companies and are leading to job dissatisfaction and stress-related illness among working women.

At present, society appears to demand that the female manager be a superwoman to succeed and survive. There is a clear need for a change in attitude and organizational policy. In the words of a new female management trainer: "The change I would like to see is that organizations and people react to people as people, not as male people and female people."

Today's executives are not only adversely affected by zero-growth economics and the change in the role of women in Western society, but also by the change in attitudes of managers themselves to the importance of family life as it affects corporate goals. To illustrate the change in the values of executives toward the interface between work and the family, we need look no further than a large-scale study carried out by International Management.

It surveyed more than 3,000 middle to senior managers in 10 West European countries on their life values. First they were asked: "What gives you the most satisfaction: home life, outside interest or career?" Forty-nine percent of the executives rated home life as the main source of satisfaction, while 32 percent and 14 percent valued career and outside interest, respectively.

Next the European executives were asked: "Does your anxiety about your job frequently spill over into your home life?" More than 35 percent indicated that their family life was adversely affected by anxiety about the job, with a range extending from 25 percent in the Netherlands to 47 percent in France. This is probably

an underestimate because many executives are insensitive to how their work life affects them at home.

The most interesting results came from questions about such things as relocation and conflicts created by priorities between home and work.

The executives were asked: "Would you give up attending an important function at home if it conflicted with an important job-related function?" Although a majority would still attend to the important work event, there was a substantial movement toward valuing family commitments from the attitude five years ago. Whereas 83 percent of British executives questioned would have attended the work function over a family event five years ago, only 63 percent would do so now; in Denmark, 73 percent would have five years ago and only 60 percent now; in Switzerland, 71 percent would have five years ago and only 60 percent now.

Finally, when asked, "To further your career, would you uproot your family now to move to a new location for a higher paying and more responsible job?" the majority of European executives responded that they would not, with executives in some countries strongly opposed (Denmark, 67 percent, Sweden, 59 percent, for example). Nearly 70 percent of the whole European sample would have accepted the promotional move five years ago, whereas today only 47 percent would be prepared to do so.

A Frenchman questioned in the survey summed up the changing values of European executives by saying, "Between home life and work, the gap is too large. The problem is not one of hours spent at home or at work. The problem is that my spouse and children are not sufficiently involved in my interesting job - I say interesting for them as well as for me."

In terms of dual career families, which the survey indicates are on an upward trend, a German executive said, "Since my wife has a career of her own, my decisions of an important nature affecting our careers are subject to discussion and a joint refusal or acceptance."

Cary L. Cooper is professor of organizational psychology at the University of Manchester in England. His latest book, "Executive Families Under Stress," will be published by Spectrum Books, Prentice-Hall, in November.

Mideast Connection Helps Many Britons

By Tim Owen

A SPARSITY of population, a lack of technical skills and a distaste for manual labor among the indigenous populations of Saudi Arabia and the Gulf States in particular, combined with an urgent need for development before the oil runs out, has led to the recruitment of skilled, semi-skilled and unskilled expatriate labor on a major scale in the Middle East in the last 15 years.

To some extent this requirement has been met by the recruitment of Arabs from countries with surplus populations. This is the case in Saudi Arabia, where more than 1 million Yemenis are employed, mostly as unskilled labor, whose remittances to their families form the basis of the economy in the Yemen Arab Republic, and in the Gulf States, where many Palestinians, Egyptians and Jordanians are employed in the infrastructure of administration and as teachers.

Skilled laborers in the form of top management and highly skilled technicians have had to be recruited almost entirely in the West. A vast pool of semi-skilled and unskilled labor is conveniently available in the Indian subcontinent and Southeast Asia. The only disadvantage, and possibly a serious one in the long run, is that large scale immigration, both legal and illegal, over the last 15 years has resulted in the indigenous populations becoming minorities in their own countries.

The need for recruitment of skilled personnel in the West has worked to the advantage of Britain for two main reasons. Because of the close association of Britain with the countries of the Gulf region over the last 150 years, most of the educated classes out only speak English as their second language but many of them, of the younger generation, have had much of their education and training in Britain and the United States. The higher standard of living in the United States and the consequent demand for high salaries plus the current disadvantageous personal tax system, as it affects Americans working abroad, tends to discourage recruitment of skilled personnel in the United States for work in the Middle East. It is highly probable that under the Reagan administration the disad-

vantageous taxation system will be alleviated.

In Britain, during the last 10 years or so, many executive selection and recruitment companies have been established to meet the demands of the Middle Eastern market. Some firms, such as Astral Recruitment Associates, Overseas Recruitment Services and Management Selection Ltd., operate on a large scale to meet worldwide demand. They not only do executive recruitment on an individual basis, but will also do multiple recruitment for large-scale projects.

They mostly confine themselves to the recruitment of Europeans, but there are a few who will recruit non-Europeans as well for turnkey projects. This is largely because of intense competition from Asian operators, often resident in the Middle Eastern countries with the biggest markets, who maintain close contact with potential employers and specialize in the recruitment of Asian labor. There are many smaller firms in Britain that specialize in the executive recruitment field.

Benefiting from past mistakes, methods of recruitment and selection have vastly improved and become more sophisticated in this highly competitive market in recent years. Government legislation has also been introduced as a safeguard against abuses.

The processing of an applicant from the time of answering an advertisement to arrival at the location of employment is now highly specialized within the larger recruitment organizations, some of which deal entirely in recruitment, while others deal in recruitment as a branch of their total operations. The screening, selection and interviewing is a vitally important part of the processing and is conducted by skilled consultants. This will include psychological testing and, in the case of long-term contracts, interviews with families.

A briefing on the offer of employment will be followed by a final interview with the client or his representative before the offer is made. This will be followed by an orientation program usually lasting a week. Many of the larger firms conduct their own briefing seminars using slide, video and film material combined with lectures on religious, social and cultural conditions of the local people and advice on living conditions in Middle Eastern countries.

For those who are recruited by smaller firms which do not have briefing facilities, there are organizations such as the Centre for International Briefing at Fulham Castle in Surrey, which runs residential courses on a worldwide basis to appeal to the specific requirements of those who are going to live and work abroad and their families. Inadequate briefing and orientation has in the past been the principal factor for the failure to adapt to local conditions, the premature termination of contracts and in many cases the breakup of marriages. In spite of this, too many people who go abroad to work are insufficiently prepared.

It is impossible to give an accurate figure of British citizens who are living and working in the Middle East with their families, as it is dependent on those who register with the appropriate British embassy, and not all do so. However, a reasonable estimate is a total of 75,000, of whom 30,000 are resident in Saudi Arabia. Of the remainder, the great majority are in the countries around the Gulf.

Before the revolution in Iran, thousands of British were working in that country, but this has fallen to virtually nothing. The Iraqi-Iranian conflict temporarily reduced the numbers in Iraq, particularly of dependents, and the latest figures show that 1,000 British citizens were resident in Iraq. Elsewhere around the Gulf there are 8,000 British in Kuwait, 7,500 in Bahrain, 4,500 in Qatar, 7,000 in Abu Dhabi, 10,000 in the United Arab Emirates, and 5,500 in the Oman.

There are obvious reasons why employment for the British expatriate in the Middle East is attractive both from the point of view of the employer and the employee. For the former, the advantage is that he has to pay the British expatriate less than he does the equivalent from the United States, or from other Western European countries. For the latter, the attraction is a tax-free salary in most Middle Eastern countries where he is likely to find a job paying more than he can earn at home.

Tim Owen has spent many years in the Middle East and visits there regularly. He now works for the Middle East Association in London and is a free-lance writer on Middle Eastern affairs.

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Notebook for a New Boy: Walking Through a Mine Field

(Continued from Page 7S)

test in ensuring that he did not succeed. The reasons for sabotaging the new boy can be many. One executive may be disgruntled because he had wanted the job to go to a protégé of his. Another may see a golden opportunity for adding a department to his bag of tricks in the corporate hierarchy. Whatever their motivations, however, they have a strong edge over the new boy because they know the corporate ropes.

Of course, the new executive can hardly spend his first day barricaded in his office with his back against the wall where it cannot be

stabbed. But he can defend himself by being actively aware of the kinds of snares and pitfalls that may be laid for him.

One character he should recognize immediately is the mother loder, so called because he has spent years searching for a mythical seam of gold that will demonstrate that he really does have exceptional managerial skills. The success he wants will never come because he does not have the ability to create it, but he grabs at any new source of help that will allow him to open new tunnels.

The mother loder will tell you

how excellent it is to have someone with your skills on the staff at last, then badger you several times a day for advice on his departmental problems. He is usually too far gone to be truly helpful, however, and all the new executive may be doing is embarrassing himself so much in someone else's problems that his own job is neglected. Do not waste your sympathy. The tunnels in the mother loder's mine may run underneath your office.

More devious is the Trojan. His intent is to damage your credibility by ensuring that you have a conspicuous failure in the first few months of your new position. His favorite technique is to involve you in an exciting new project that he promises will enhance both your reputation and his. As you become involved, he withdraws to "tackle other urgent matters that have come up." Through his greater knowledge of what is happening in the corporation, he knows that you have been left with a problem. But when this is revealed, he is only in the audience. The defense? Never take sweets from strangers - and

never take responsibility for anything without close and lengthy investigation.

More easily detected is the scandalmonger. Within hours of your arrival, he will be sitting at ease in your office, oblivious to any work you may be trying to do, dropping confidences about other colleagues. His favorite phrase is, "Of course, entirely between you and me, old boy..." What he wants is for you to confide in him, to add to his store of gossip.

The Grapevine

Give the scandalmonger short shrift, for he can rarely do you more good than harm, and it is a mistake to risk being tarred with the same brush. Do not, however, ignore the value of the grapevine. Ping into it at the earliest opportunity and you will probably be better informed about what is really going on than the scandalmonger, for most of those really in the know will long ago have learned not to take him into their confidence.

It is also as well to avoid that other time waster, the social lion. While it is good to build up social relationships in the company as quickly as possible, they should be the ones that you select as most useful to you. The social lion will see you as ideal fodder for a plethora of social committees. In efforts not to offend, the unwary new executive can suddenly find himself installed in anything from secretary of the sports association to company delegate to the local horticultural show. Plead headaches, evening classes in Urdu or the need to finish writing the last 20 chapters of a textbook.

Finally, there are frequently colleagues who are just frankly hostile toward you. This usually has to do with their ambition for your post. Do not fall into the trap of responding to their sideways as kind. Try to find out why they are disgruntled. Look for practical ways in which cooperation with you would pay off better for them than opposition, and ensure that other colleagues are aware of your suggestions. A little perseverance can often change their attitude and establish your reputation as a good team player.

What the Dickens can ORS do for you?

"Here are all kinds of employers wanting all sorts of servants, and all sorts of servants wanting all kinds of employers." Martin Chuzzlewit.

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INTERNATIONAL RECRUITMENT

Debate Continues on the Status of the MBA

By George Bickerstaffe

SCRATCH a young executive worth recruiting and under-20 years are likely to find an MBA. During the last decade, the master of business administration degree has become something of an international passport to a top job.

For the business schools that turn out the MBAs and the industries — more in search of tomorrow's executives than today's — that recruit them, the trend has been significant. To maintain their prestige and to attract high-caliber students, the business schools need a good track record of career placement. Most two corporate recruiters with brochures giving resumes of their MBA students well before graduation. Descriptions of companies' job openings and corporate information packages are widely circulated to students. The schools are usually eager to help with company presentations on campus, recruitment interviewing and more exotic delights such as cocktail parties thrown by companies for the students.

Industry has not been slow to take the bait. Last year, for example, executives from 364 top world companies held more than 3,000 recruitment interviews with 215 students — about 97 percent of the 1980 MBA class — at INSEAD, the European Institute of Business Administration outside Paris. In the United States, campus authorities have taken action to discourage high-pressure or aggressive recruitment.

Predictable Result

The result has been predictable. The MBA business has blossomed. In the United States, according to one estimate, there could be 70,000 new MBA graduates this year. During the last 15 years in the United States, the number of graduating MBAs has gone up 10 times and the number of schools offering the degree has tripled. INSEAD turns down about half the young people willing to spend about 35,000 French francs to join its 10-month course. At Harvard business school in the United States, the 750 MBA students in the two-year course are drawn from 8,000 hopefuls, according to Assistant Dean Timothy Armour.

There are some elements of doubt beginning to creep into this apparently cozy relationship. Some people in industry are beginning to wonder whether the MBA "product" the schools present them with is really what they want — or need. "Some MBAs from the best schools walk in here like God's gift to humanity," said a senior executive with a U.S. multinational group in Lausanne, Switzerland. A personnel director with a similar group, based in Geneva, characterizes MBAs as demanding large starting salaries and having a "crown prince syndrome."

MBA Arrogance

Accusations of MBA arrogance are widespread in business. They are usually coupled with comments that the MBAs' training makes them too concerned with the short-term and too reliant on

In the last 15 years in the U.S., the number of MBAs has risen tenfold and the number of schools offering the degree has tripled.

an academic, quantitative approach, that they lack personal relationship skills and that their career expectations are too high.

In the United States, where the enormous numbers and variety of business schools make this type of generalization difficult to back up, the top schools take the criticism mildly. Boris Yavitz, dean of the graduate school of business of Columbia University, suggests that any short-term approach by the schools reflects a short-term approach by industry. Ten years ago, he pointed out, companies attacked the business schools for being too theoretical. He added, however, "There has been a strong emphasis on quantitative methods and rigorous analysis. The sad reality is that they're beat illustrated with short-term problems. But, though it's a valid criticism, it assumes it's all we're doing. It isn't."

Removed From Experience

That is a complaint to which the schools are sensitive. Another is the charge, made among others by Eric Newbigger, professor of management at the Polytechnic of Central London, that teachers of management are frequently many years removed from any experience of their subject.

The lack of contact of teachers with the real world is a frequent grumble among U.S. MBA students. Usually, it is blamed on the tenure system, where a permanent teaching post depends more on the publication of original research than on practical experience.

Academics like Mr. Thanheiser and Mr. Kotter openly question the value and relevance of a good deal of management research. The problem is less severe in Europe, where business school academics earn a lucrative second salary through consulting, presumably bringing the benefits of their experiences back to the lecture hall. Indeed, to protect his timetable, INSEAD's Mr. Thanheiser has put a limit on the amount of consulting his faculty can undertake.

The schools, both in the United States and Europe, also make strenuous efforts to initiate and maintain links with the business world. This can be difficult and time-consuming. Mr. Rich of Alcan admits that industry in general is often slow to make its views known to the business schools. The blame for any lack of communications,

Case Method

The classic MBA course certainly equips students for staff positions. In particular, the so-called case method — pioneered by Harvard and now adopted and adapted by schools the world over — provides valuable practice in assessing an overall situation. But this method of preparing and discussing solutions to business problems has its proponents and opponents.

Prof. John Kotter of Harvard, for example, argues that discussion of problems gives students experience, albeit in the classroom, of the

he believes, belongs to both sides.

From the business schools' point of view, the complaints that industry has about the MBAs they produce often seem to stem from the fact that industry does not know what it wants.

For executives and company recruiters fretting about the performance of the latest crop of MBAs, Mr. Yavitz of Columbia business school has an instructive anecdote. Most chief executives, he said, tell him that in educating MBAs he should not emphasize the quantitative, factual aspects of management. Rather, they should be given a broad grounding in the role of business in society, an understanding of government-business relations, business ethics and so on.

Later, the corporate recruiters, anxious to fill specific slots in their companies with high-powered graduates — and with little, if any, contact with their chief executives — arrive on campus. "Ethics?" they say to the students. "Business in society? Never mind that. Take another accounting course."

The result is that the business schools provide courses on business ethics, and the students refuse to take them.

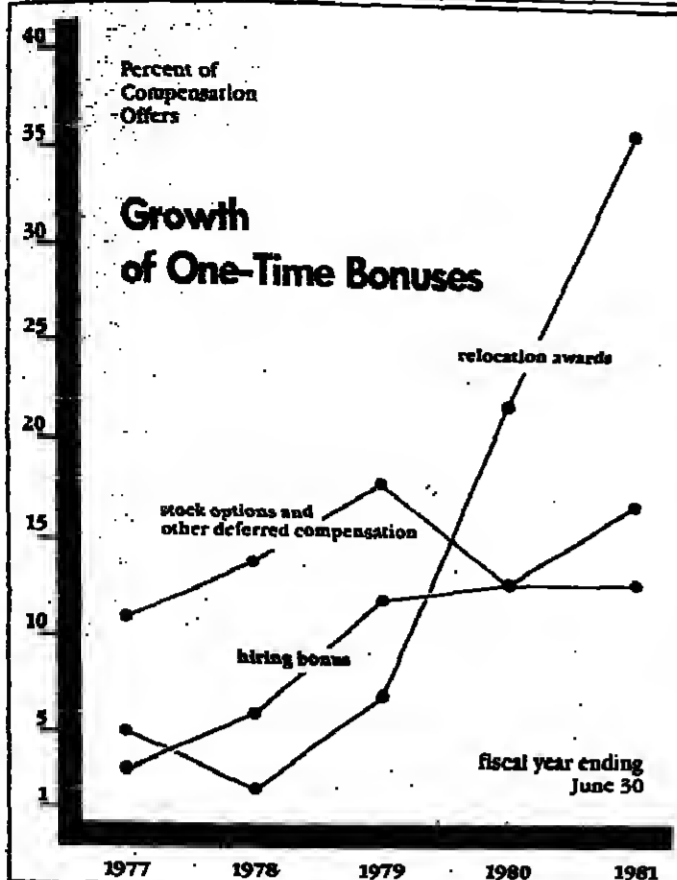


Chart published by Lammie Associates, Inc., shows the rapid growth of one-time hiring bonuses and relocation awards in the last five years. Relocation awards are tied to soaring housing costs and mortgage rates. The hiring bonus rise reflects its spread to senior and middle management levels.

Remuneration at the Top

(Continued from Page 75)

living for foreign service employees. In order to simplify the data shown here, only median compensation figures have been used. This means that as many people received a salary higher than the median as received one below it. There are consequently wide swings in country comparisons. For example, a German chief executive in the high range would have a salary of \$261,400 (median: \$93,300) compared with a U.S. counterpart in the low range earning \$60,900 (median: \$145,500). Conversely, a U.S. chief executive in the high range would earn \$311,700 compared with his German counterpart in the low range earning only \$52,600.

Apart from the wide swings from the median figures shown to the lower and higher compensation levels, recent currency movements (the growing strength of the dollar), differences in inflation rates and changes in personal taxation should be taken into account when comparing individual salary levels with those in the tables.

John Follen, chief executive of PA International Management Consultants Ltd., points out that above \$100,000 a year there are huge differences in salary between similarly qualified people doing similar jobs. "At this level," he said, "salaries depend on the style and culture of the company."

Paul Massey, a principal of Towers, Perrin, Forster & Crosby Inc., the New York-based personnel and management consultants, is skeptical about net remuneration comparisons. "It's hard to compare the value of social security, for example, on a country by country basis," he said. "Do you consider it as a tax, and what is its residual value? You pay much more social security in France than in the U.K. But in France you get a 70-percent pension, whereas in the U.K. you only get a 15-percent pension. The problem is how do you account for the real end-value of pensions both state and private?"

—ROGER COLLIS

Multinationals Are Finding That It Pays to Hire Locals

By James Lawther

THE EMPLOYMENT of local management teams by multinational companies appears to be the trend when they select executives for their foreign-based subsidiaries.

Apart from the prohibitive costs of sending their own executives abroad (it could cost a company two or three times the basic compensation of an executive to send him to a foreign post), multinationals are finding other advantages for employing local management. Profitability is the name of the game and companies are finding that market penetration and the rewards offered can be simplified by recruiting local managers with a greater knowledge of the home market and work force.

In turn, the executive profits from the experience of working for a foreign company and this also increases his possibilities for advancement at an international level. This confidence in home-based management of subsidiaries is reflected in the preliminary findings of a survey completed in October of this year by Lammie Associates, Inc., an executive recruitment firm in the United States.

In a survey taken from the presidents of 100 of the largest foreign-based companies — it was found that the leaders are predominantly American. The results show that 63 percent are American, 33 percent European, 2 percent are from other North American countries and 2 percent from the Far East.

Other interesting statistics revealed that within the group there is a good working relationship between the executives and their overseas employees with some fairly long-standing associations. Forty-two percent of the group stated that they had been associated with their company for more than 15 years and 28 percent said that they

had worked for their company from six to 15 years.

In their present position as president, a quarter of them said that they had held their positions between six and 10 years, with 12 percent revealing that they had held the position for more than 11 years.

Loyalties are well rewarded, and the survey indicates that the majority are paid more than \$125,000 a year and receive bonuses, company cars, housing allowances and stocks.

Foreign employers are not only willing to recruit American managers but to leave the decision-making firmly in their hands. Of the presidents questioned, 44 percent said they had complete authority over business decisions within their subsidiaries, and 56 percent said that they had substantial operating power. Nearly all, however, were required to consult with the parent company regarding capital expenditures and investments.

The survey shows that language barriers are not a major problem in a foreign-based company as the working language for most companies is English, but there are some disadvantages. Decision-making and objectives can be made difficult by the ties with the parent company and by differences in foreign business practices. Advancement beyond working for the subsidiary cannot always be guaranteed.

These disadvantages are outweighed, however, by the opportunities available to the executives, and while multinationals are willing to put their trust in local management, home-based executives should be ready to meet the challenge.

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INTERNATIONAL RECRUITMENT

Re-Entry Syndrome May Follow Management Program

PETER VON MURALT was brimming with enthusiasm when he got back from a 19-week course at IMEDE management school in Lansanne to his job as No. 2 in the corporate banking department of the Schweizerische Volksbank in Zurich. But he became bitter and frustrated when he found that there was no way to use what he had learned.

"I came up against a wall of apathy," he said. "Even my boss, who had sent me on the course, didn't ask me one single question about how I'd got on. He might have said: 'Now, what can you do for us?' But no. We have enormous problems here, particularly in the personnel area, and I could have made a contribution if I'd been allowed to. I've been back a year and

a half and I'm so frustrated that I've decided to quit."

Mr. Von Muralt's tale is echoed by David Passell, a chemical engineer, who was sent by British Petroleum on a 10-month program at INSEAD, outside Paris. He recalled: "I was really frustrated for about 18 months. They didn't even know what to do with me for four months. Then they gave me a non-job thinking about refineries in the year 2000. It's only now I'm doing something interesting. BP likes to pride itself on its management development. But I don't think they realize what INSEAD entails. I had no guidance before I went. And when I got back the only debriefing I had was the personnel guy asking me what the meals were like."

just before a move or promotion. At Nestle, for example, there is a strict rule that no executive returns to the same job.

Between Jobs

Alden Lank, professor of organizational development at CEI management school in Geneva, said: "You avoid the re-entry problem if the course is between two jobs. But expose a production engineer to corporate planning and he's going to be pretty frustrated if he can't get involved with this and other general management issues when he gets back."

Claude Rameau, deputy director-general of INSEAD, suggests that the real issue is whether the returning executive is allowed to handle complex problems such as coordinating a new product development program or directing a project team. "Re-entry problems occur," he said, "when companies expect executives to deal with problems in the same way as before. But we would be falling in our job if we didn't broaden people's perspectives and encourage them to take a new look at their management style."

Not surprisingly, executives who have already reached general management level have fewer re-entry problems than their less senior colleagues. Volvo's Mr. Jonsson said: "People in their early to mid-30s come back with more ideas than they can use at once, whereas those in their late 40s and early 50s are more familiar with the limitations of the company environment and tend to be more selective in what they learn and how they apply it. A course for them is more of a refreshment than a basic learning experience."

Peter Moore, professor of statistics and operational research at London Business School, finds that most re-entry problems occur among executives in their mid-30s who attend the school's 10-week management development program. "This is why we try to discourage sponsorship by companies for our longer MBA course," he said.

According to many educators, companies often underestimate the cultural impact of a management course upon a manager in mid-career. IMEDE's Mr. Collins said, "Some companies just don't realize that they are investing in a whole attitude change on the part of the individual, and that the office is typically less supportive of change than the classroom. This in itself can be frustrating for an executive who is all fired up for changing things when he gets back."

Mr. Rameau believes that even an eight-week course is long enough for an executive to question not only his present job and his role in the company but his career and his personal values. "The guy is fundamentally different when he returns," he said. "This is why he's not always conscious that he's making waves."

According to Colin Sheppard, a partner of the London-based organizational consultants Sheppard, Moscow & Associates, a management course can be a disorienting emotional experience. "I'm not convinced that many companies understand that their guy is going to run into a sort of university of the world where he'll be exposed to totally different value systems," he said. He recalled an occasion at a seminar a few years ago where an executive from Manila was re-orienting to a Dane here at one point in his career he had arranged the deaths of rivals for his job in the company. "That's a pretty far-out case," Mr. Sheppard said. "But it's an example of the kind of culture shock that you can expect."

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These are just two examples of the disenchantment that some executives experience when they return to their companies from outside management training programs. They illustrate the need for companies to agree in advance with executives on the purpose of such programs, what they are expected to achieve while they are away and what they are going to do when they get back.

Re-Entry Problem

Robert S. Collins, professor of business administration at IMEDE, said: "A highly motivated type absolutely wants to show his stuff. If he's not allowed to do so, then you have a re-entry problem."

Hans Werner, associate dean of INSEAD, said, "It's very bad when companies send executives here for the wrong reasons, such as to reward them or compensate them for something. The correct attitude should be: 'This is what we want you to learn, and this is what we want to see back in the office.'"

Berth Jonsson, vice president of corporate development at Volvo AB in Gothenburg, stresses the importance of choosing a relevant course. "A course should be part of a structured development program for that executive," he said.

For example, there may be a need to broaden his international skills or to learn a specific function such as marketing or finance.

An important reason for sending mid-career executives back to school is to prepare them for the transition from functional to general management responsibilities. But the course should be timed

just before a move or promotion. At Nestle, for example, there is a strict rule that no executive returns to the same job.

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Both IMEDE and CEI run transition workshops at the end of their management development programs to help executives form their own re-entry strategies.

Mr. Collins said, "The idea is to get people to analyze how they have changed and what effect this will have on their associates back in the office. For example, what will be the reaction toward a mar-

keting guy who comes back asking a lot of knowledgeable questions about cost accounting? Will the production manager and the controller think he's being constructive or just a smart aleck?" Mr. Collins raises these questions in a group setting. Alumni are invited to discuss their own re-entry problems and how they handled them.

At CEI, groups of 10 to 15 executives are asked to focus in turn on the personal and managerial problems they are likely to find back in their companies.

There is a consensus among educators and managers that re-entry problems are minimized when there is a "critical mass" of executives in the company who have attended the same or similar courses. "We find there is a correlation between the boss having the same experience and an effective dialogue with the executive," Mr. Jonsson said.

Jacques Paternot, general manager of Nestec SA, a management consulting unit within the Nestle group, said that re-entry was more of a problem for the boss than for the executive. "When we first started sending people to IMEDE, we lost a lot of good people because they no longer talked the same language as their boss," he said. "But now that we have a critical mass of executives at all levels in the company with the IMEDE experience, I don't think we are losing anyone because of re-entry problems."

CEI encourages companies to send several executives on the same program to help develop a kindred spirit among the key decision-makers. "A shared vocabulary is important," Mr. Lank said.

A novel approach to creating a critical mass of executives with the same experience is that of the European Center for Permanent Education (CEPEP), which shares the INSEAD campus at Fontainebleau. CEPEP is financed and administered by a "club" of 21 participating companies. Groups of executives from each are sent on three parallel programs, each consisting of eight two-week segments spread over two years.

Salvatore Teresi, director-general of CEPEP, said, "The idea is to mix executives of different ages, functions and responsibilities from each company. This way we break down hierarchical barriers and enable people to know each other as human beings."

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Becoming Choosier

(Continued from Page 7S)

itions. "Take the case of Italy," he said. "Out of the top 500 companies, the first 100 are all in bad shape. But the other 400 are mostly healthy. That's one reason why our Milan office is doing so well."

If companies are getting choosier, so are executives. They are asking many more questions about the financial health of the organization, for example. While the quality of life has become at least as important as money, companies need to be more flexible in their remuneration packages.

Paul Massey, a principal of the U.S.-based consultants Towers, Perrin, Forster & Crosby Inc. — said, "One of the major factors inhibiting job movement is the portability of pensions. It's very hard to evaluate the real end value of a pension, particularly when moving abroad to a new company." He said that companies are paying more attention to incentive bonus schemes for managers as an important part of their total remuneration.

Mr. Kermodie said that returning expatriates may have problems of re-integrating, "particularly in the United Kingdom and Germany, where foreign experience seems to count for less." Mr. Fulford notes, however, that "Some of the very best executives are Germans who have had overseas experience."

"At least half of our business right now is filling international jobs," Mr. Shirley said.

Roger Collis is a marketing consultant and a journalist specializing in management. He formerly was an associate editor of International Management, published by McGraw-Hill Publications Co.

Executive's Asian Sojourn May Be Something of a Jolt

(Continued from Page 7S)

that, after a few months of trying to establish something more than just professional contact, they pull back into their own ranks and socialize among themselves.

For wives, the pressures are even greater. Apartments are usually small, particularly by American standards, and servant facilities are limited. The urge is to get out and do something. Many start off by learning ikebana, or some other traditional Japanese art, but quickly they run out of things to do. Husbands' business hours may be long, often with a reception after work, and many wives suffer from acute loneliness.

Selwyn Andrews, the head of a Hong Kong executive search company doing business throughout Asia, said many companies do not give enough consideration, when selecting executives for overseas posts, to the question of whether or not the wife is going to be able to settle. He said, "The pressures on the wife, particularly in a country like Japan, can be considerable. Many simply cannot handle the problems, especially if they also find they have to be supportive to their husband with his own set of anxieties."

Hong Kong, despite the pressure of living in a territory where 6 million people are crowded into a small space, is easier on businessmen and their families than Japan. In pure business terms, things are very straightforward. The local Chinese, like those in Singapore, do not use six words when three will do. "Expatriates soon learn that they are expected to do things the local way. None of the game that is played in Japan. In Hong Kong, businessmen like things cut and dried pretty quickly," Mr. Andrews said.

In that sort of atmosphere, it's the Australians who thrive. The British — and, in particular the Scots, who have been in Hong Kong since it was settled — also do well. But, once again, social mixing is rare. One executive put it this way: "I tell most newcomers that the way to survive in Hong Kong is to live with the system, but not to try to live within it. Expatriates, even if they learn the language, will never be really accepted."

While this would not seem to be true about foreigners in general, observation of the business world would suggest that there is very little genuine socializing between local and foreign executives. Hong Kong's business is making money, and very quickly expatriates learn that everything else is less important.

In general, Hong Kong caters to foreign tastes, and culture shock can be blunted by the cinema, the theatre, concerts or just club-going. The American community is particularly well organized — to the point that some critics say they have artificially isolated themselves from the "real world."

Philippines

In the Philippines, it is a different story altogether. Of all the peoples of Asia, the Filipinos are the most welcoming, and most foreign executives talk of the country with real affection. That is as long as they can come to terms with the fact that it is virtually impossible to telephone across the road and that there are frequent electricity cuts.

The culture is a mixture of local, Spanish and American and nearly everyone, apart from the remote areas, speaks good English. As a business center, the Philippines are very much an also-ran compared with Japan, Hong Kong or Singapore, but there is still a large expatriate skills, and no shortage of applicants.

The rest of Southeast Asia is equally undeveloped in a business sense, but with few of the complications that make the Philippines so acceptable. Executive search companies report difficulty finding expatriates prepared to face the culture shock of Indonesia, where lifestyles are very rigorous.

Thailand is less difficult, but despite the large American presence there during the war in Vietnam, there is still a language problem.

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BUSINESS NEWS BRIEFS

AT&T Seeks Remaining Shares of Pacific Tel

NEW YORK — American Telephone & Telegraph will acquire the minority-held shares of Pacific Telephone & Telegraph, its financially troubled California subsidiary, in a stock swap valued at nearly \$400 million, the parent company said Monday.

AEG, Peugeot to Cooperate on Power Tools

FRANKFURT — AEG-Telefunken said Tuesday that it has agreed with Aierci et Outillage Peugeot to cooperate in the power tools sector. The companies initially will exchange certain do-it-yourself and professional tools, an AEG spokesman said.

FTC Said to Oppose LTV Bid for Grumman

WASHINGTON — The Federal Trade Commission voted Monday to seek a temporary injunction to block LTV Corp.'s \$450 million takeover bid for Grumman Corp. on antitrust grounds, sources said.

Winterthur's Bid for Provident Unconditional

LONDON — Winterthur's 340 pence a share agreed offer for Provident Life Association of London is now unconditional, with acceptances totalling 73.4 percent of the ordinary shares, the Swiss insurance company said Tuesday.

U.S. Savings Banks Report Large Outflow

NEW YORK — U.S. savings banks had a net deposit loss of \$1.5 billion in September, their worst September deposit loss on record, the National Association of Mutual Savings Banks said Monday.

British Company to Buy General Tire Unit

HOUSTON — Matthew Hall group of London said Tuesday that it will acquire Barnard & Risk and an affiliated company from General Tire & Rubber for an undisclosed amount of cash.

Nippon Electric's Sales Surge on Exports

TOKYO — While Toyota and Mitsubishi Electric released gloomy reports Tuesday, Nippon Electric brightened the company picture with its forecast of record growth for the year ending March 31.

Venezuela Set For \$2 Cut in Price of Oil

NEW YORK — Venezuela is prepared to lower its official oil price \$2 to \$34 a barrel, according to government officials.

Reagan Advisers at Odds on How to Retreat on Economy

WASHINGTON — President Reagan's economic strategists, an uneasy coalition of tax-cutters, tight-money advocates and budget-balancers, are beginning to realize their approaches can't all succeed at once.

Prices Rise Strongly on Wall Street

NEW YORK — Prices on the New York Stock Exchange were sharply higher late Tuesday as bargain hunters. Trading was fairly active.

U.S. to Change Way of Figuring Consumer Price Index

WASHINGTON — The government announced Tuesday that it will rewrite the much-criticized housing component of the Consumer Price Index, a move that will eventually affect cost-of-living increases for millions of Americans.

CURRENCY RATES

Table with columns for Currency, Par, and various exchange rates for major currencies like the Dollar, Pound, and Franc.

COMPANY REPORTS

Table listing financial reports for various companies including British, Canada, France, and United States, with columns for Revenue, Profit, and Per Share.

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By Kenneth H. Bacon
AP-Dow Jones

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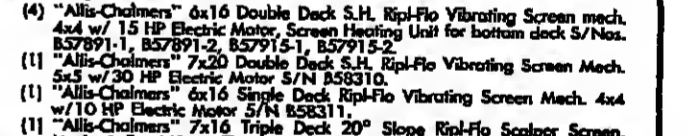
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NYSE Nationwide Trading Closing Prices Oct. 27

Tables include the nationwide prices up to the closing on Wall Street.

Table of NYSE stock closing prices for various companies including IBM, AT&T, and others.

AMEX Nationwide Trading Closing Prices Oct. 27

Tables include the nationwide prices up to the closing on Wall Street.

Table of AMEX stock closing prices for various companies.

U.S. COMMODITY PRICES

Table of U.S. commodity prices including Chicago Futures, New York Futures, and various agricultural products.

Toronto Stocks

Table of Toronto stock closing prices for various companies.

Montreal Stocks

Table of Montreal stock closing prices for various companies.

Canadian Indexes

Table of Canadian index values for various markets.

European Stock Markets

Table of European stock market closing prices for various cities like Amsterdam, London, and Frankfurt.

European Options Exchange

Table of European options exchange data for various contracts.

European Options Exchange

Table of European options exchange data for various contracts.

International Monetary Market

Table of international monetary market data including gold prices and exchange rates.

Market Summary

Table of market summary data including NYSE Most Actives and Dow Jones Averages.

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New York Futures

Table of New York futures closing prices for various commodities.

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Dividends

Table of dividend payments for various companies.

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Selected Over-the-Counter

Table of selected over-the-counter stock prices for various companies.

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Advertisement for International Income Fund (IIF) providing investment options and contact information.

South Korea Outlines Goals for Investment - Report on South Korea's investment goals and infrastructure plans.

French Prices Rise 1.1% - Report on the increase in French prices and its economic implications.

Comex Reduces Margins - Report on the reduction of margins by Comex and its impact on the market.

New Bank of Greece Chief - Report on the appointment of a new chief for the Bank of Greece.

Large vertical advertisement on the right side of the page, including 'UNIVERSITY' and 'WESTERN' branding.

AMEX Nationwide Trading Closing Prices Oct. 27

Tables include the nationwide prices up to the closing on Wall Street.

Large table of stock market data including AMEX, NYSE, and NASDAQ closing prices for various stocks and bonds.

Floating Rate Notes

Closing prices, Oct. 27, 1981

Table of floating rate notes with columns for bank names, coupon rates, and bid/ask prices.

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Handwritten signature: J. Perelman

Violinist Perlman: A No-Strings-Attached Yankee Fan

By Ira Berkow
NEW YORK — "Babe Ruth once lived here," said Itzhak Perlman, the internationally acclaimed violinist. "That's what people told me when I moved into this apartment. I believe it. There were a lot of broken windows. Babe must have practiced a lot."

native games. His interest in sports extends beyond merely observing. He participates, even though, having contracted polo at 4, he wears leg braces and walks with metal crutches.



Itzhak Perlman... I put myself on automatic pilot.

His wife, Toby, a violinist and the mother of their four children, is an avid tennis player. "One day she came home from tennis very excited," Perlman recalled. "She said she kept hearing music. She was hitting the ball on the sweet part of the racket and it sounded like Schubert. Imagine! I've never experienced that. Then he said with a laugh, 'When I hit the ball, I smash it. Whomp!'

Another of his delights in sport is sumo wrestling in Japan. "These guys have funny-looking bodies — they're huge men weighing around 350 pounds and with short legs," he said. "They have to eat a special soup to put on all that weight. But they're amazingly agile."

The Short Goodbye
"Each guy gets in his corner, and they glare at each other. The first guy who falls or who touches out of the ring loses. Then they glare at each other. They make several feints until one of them pounces. But they have to be smart as well as strong. I've seen one of the best step aside when the other guy rushed at him full steam — it was 'Excuse me, bye-bye' — and the first guy went sailing out of the ring. And the match was over."

He said he enjoyed the coolness with which the winner performed. "So much of sports and music is mental," he said. "Sometimes you're pressing too hard and don't even realize it. You begin to grip about how you're going to do, and you start to grip the baton or the fiddle bow too tightly. And that whole rhythm, the thing that basically makes it all go, is lost."

His 12-year-old son Noah, whose room is plastered with sports photographs — except for the blowup of a Newsweek cover with his father's picture — has won trophies for tennis. "He told me," Perlman said, "that on the serve, you're supposed to 'breathe the ball' as you hit it, in a similar way you have to breathe musical notes when you play them. It's all connected."

Jolted by Free-Agent Flow, NBA Starting Year of Financial Uncertainty

By Sam Goldaper
NEW YORK — Otis Birdsong is a rich New Jersey Net. Mitch Kupchak is a wealthy Los Angeles Laker and James Edwards, Scott Wedman and Bobby Wilkerson are affluent Cleveland Cavaliers.

tailored its offense to Isiah Thomas's playmaking. But 6-1 rookie guards usually do not turn teams around. Centers and strong forwards do, and those are Piston weaknesses.

Lamp will press Calvin Nait at small forward. San Diego has plenty of guys who can handle the ball, especially from three-point range.

NBA PREVIEW
ward, \$800,000; and Edwards, the Indiana Pacers' 7-foot-1 center, \$700,000. The Kings matched the offer to Birdsong and traded him to the Nets for Cliff Robinson.

Western Conference
Midwest Division
Last season, San Antonio converted from a run-and-gun team to one that still ran but played better defense.

Phoenix, after several drastic moves, wound up with a 57-25 mark and the division championship — but failed again in the playoffs.

Eastern Conference
Atlantic Division
Boston won its 14th championship last May, and Larry Bird, Robert Parish, Cedric Maxwell, Kevin McHale, Rick Robey and M.L. Carr still give the Celts the league's strongest and deepest front line.

Pacific Division
In Los Angeles' 111-102 preseason victory over the Celtics, Kareem Abdul-Jabbar scored 42 points and pulled down 17 rebounds, while Magic Johnson had 17 points, 13 rebounds and 15 as-

Transactions
BASEBALL
CINCINNATI — Red Holt, infielder, to their Indianapolis team of the American League. Aided Mike Downes and Brad Asselstine, pitchers, to their Detroit team.

Bradshaw TD Pass Leads Steelers to 26-13 NFL Victory

The Associated Press
PITTSBURGH — Terry Bradshaw threw a tie-breaking 6-yard touchdown pass to John Stallworth with 3:41 left to play, sparking the Pittsburgh Steelers to a 26-13 victory over the Houston Oilers in a National Football League game here Monday night.

NFL Standings

Table showing NFL Standings for American Conference and National Conference, including teams like Miami Dolphins, New York Jets, and Pittsburgh Steelers.

Marques Johnson... Bucks' sharpshooter.

Dallas did what all expansion teams do — lose. With Wayne Cooper and Allan Bristow, who came in the Robizone trade, and draft choices Mark Aguirre, Rolando Blackman and Jay Vincent, the Mavericks kicked to better.

The Soccer Scene

On Being Burned-Out at 21

By Rob Hughes
International Herald Tribune
LONDON — We come to learn that even the batteries of genius run down. Even a truly exceptional athletic talent is prey to the distractions of a heavily cloying, demanding era of publicity.

asm. the sheer love of performing, that motivated Pele through two decades. There is more fire in Maradona than Pele. We have seen him lash out when opponents have sought to harm him, seen him brawl against Brazilians in Uruguay last January.

Diego Armando Maradona, born 21 years ago this Friday, has a volcanic brilliance unmatched in his youth. Alas, he reaches the point of manhood estranged from the game that has already generated his first million and from the country whose World Cup defense he is expected to galvanize next summer.

Off the field, too, his temper has often flared. Earlier this year, he was taken to court for assaulting a young autograph hunter who he said abused Maradona's name. Apparently he will return to court in the near future, fighting the tangles of complex promotional deals.

Instead of celebration, Maradona broods. He has absented himself from Argentina's training camp and thus misses important preparatory games against Poland on Wednesday and Czechoslovakia in two weeks.

Meanwhile, palling somewhat by comparison, while nations are on the brink of reaching the World Cup finals. On Wednesday, Russia expects to claim qualification by defeating Czechoslovakia in Thessalonika, while Portugal has to win in Tel Aviv to revive hopes of reaching the final 24.

He has talked, 10 days short of his coming of age, of retirement. "I am fed up with soccer," he said. "He is tired," said his agent. Prima donna, say the cynics. Maradona is home in Buenos Aires, so I cannot pretend to know what is going on. What I believe is that as a soccer player he has absorbed more punishment — and as a young man more damaging idolatry — than his years warrant.

Algeria should eliminate Nigeria on Friday. The next day, the Hungarians will be cheered through against Norway. And, starting Sunday, six countries — Honduras, El Salvador, Canada, Mexico, Cuba and Haiti — will play three weeks of qualifiers to determine two finalists.

Together, the've known the harrowing side of fame. The Barcelona class brought the wrath of Spain's media, and Argentina's poor. Why should he get millions while others are starving or fighting the floods? Maradona aged 20 years overnight. He stayed on airplanes at stopovers, he hid in hotels. ... And his youth was rushing past.

Algeria should eliminate Nigeria on Friday. The next day, the Hungarians will be cheered through against Norway. And, starting Sunday, six countries — Honduras, El Salvador, Canada, Mexico, Cuba and Haiti — will play three weeks of qualifiers to determine two finalists.

The one question was whether he could hang on to the enthusiasm but blocks few shots and is slow. But the Clippers have the NBA's top draft choice in Michael Brooks and the 6-10 Tom Chambers, one of the quickest big men in the college ranks.

Algeria should eliminate Nigeria on Friday. The next day, the Hungarians will be cheered through against Norway. And, starting Sunday, six countries — Honduras, El Salvador, Canada, Mexico, Cuba and Haiti — will play three weeks of qualifiers to determine two finalists.

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Although Marques Johnson stayed away from training camp again in a contract dispute and it's anyone's guess as to how many games slinger Bob Lanier will play, Milwaukee has depth and balance. Johnson is one of the

Observer

Carrying a Big Twig

By Russell Baker

NEW YORK — When I was 11 and briefly commanded the allegiance of four or five 8- and 9-year-olds, I decided to organize them into a gang. I composed and issued membership cards and drew up rules specifying degrees of punishment for various delinquencies such as losing your membership card and interrupting the leader when he was talking.

One evening when everybody but me was bored with bureaucratic details and loafing on the sidewalk, certain hotheads complained that the gang was too passive and never did anything, so to calm this challenge to leadership I ordered them to go around Pratt Street and find some people we could fight with.

What was a gang for? When they dispersed I settled onto the front steps to muse upon the lonely burden of leadership. Before long they all came running back flushed with success. They had found some guys around the Pratt Street willing to fight, and these guys were even then assembling a few other guys, and so on they would all arrive to fight.

Arrive they did a few minutes later. A meager, musty-looking group of braves I had never seen. The smallest, though scarcely more than 15, was constructed like a stevedore. His fist felt like a sledgehammer when it landed on my nose.

Despite a crooked suit for peace, I went to school next day with bruised ribs, a black eye and a loose tooth. Some months later, studying Theodore Roosevelt in history class, I analyzed my error.

Speak softly, carry a big stick was T.R.'s advice. I had blustered loudly and carried a limber twig. I am reminded of all this by the behavior of the Reagan people since their arrival in Washington.

They came speaking loudly at the Russians about their muscularity and speaking loudly to everybody about what a weak stick they were carrying. Even as an 11-year-old leading a prepubescent street gang, I would ever have considered this kind of policy.

Imagine the instructions that

would have been issued to the gang: "OK, everybody, I want you to go around on Pratt Street and tell any kids you see that we're going to beat the bjebebers out of them nose of these days."

"Yippee!" from the gang as they start to run off. "Just a minute, everybody. I want you to tell them something else too. Tell them I weigh only 79 pounds and am in terrible shape but plan to send away for the Charles Atlas body-building program as soon as I get the money, so in two or three years I'll be built like a tank."

I know what Wisegoff would have said, though he was only 8 years old.

"You're nuts!" Wisegoff would have said. "Tell them that and they're going to come around here and cream the bunch of us before we can get in shape with the Charles Atlas body-building equipment."

Whether the U.S. military weighs only 79 pounds and is built like a cream-puff is doubtful, of course. The loud talk about carrying a weak stick is partly an expression of genuine concern about the drift of military policy and partly a political device to scare up popular support for fattening the Pentagon budget.

The Reagan people worked it effectively in the 1980 campaign to create an impression that the Democrats had imperiled the country's safety. They were clever enough, however, to suggest that the moment of danger was still a few years off — the moment when the infamous "window of vulnerability" would open to Soviet missiles — and that fast Republican action might yet save us.

President Reagan refuses to put his window of vulnerability in the storeroom of old campaign artifacts and insists on broadcasting it as evidence of U.S. frailty while at the same time loudly talking about how tough we shall be with Moscow once we close the window.

He has rewritten Teddy Roosevelt's dictum. Speak loudly and let them guess whether you're a 79-pound windbag or 195 pounds of gristle — that's the new formula. The window around on Pratt Street would have sounded out the answer to that one in short order.

New York Times Service

Ancestral Spirits Still Haunt Japan

By Tracy Dahlby Washington Post Service

TOKYO — A windy autumn night, dried leaves scattering across a deserted courtyard, paper lanterns swaying in the chill, casting a pale yellow light on the facade of a 300-year-old shrine.

Into this eerie scene stumbled a tipsy Tokyo office worker. Bowing his head, he hurled a handful of coins at a collection box and clasped his hands together to summon the spirit of a Japanese warrior who has been dead for a thousand years.

"I've been coming here since I was 10 years old," said the man, who refused to give his name and looked to be in his late 40s. "This is the shrine of my family's patron god, but if I told you what I was praying for it would spoil the effect."

Sacred Spot in Kanda

That god is Masakado Taira, a local warlord who lost his head to the emperor's army in 940 after a bloody battle for control of the great Kanto plain where, today, Tokyo is situated. And this sacred spot in Kanda, one of the city's oldest districts, is dedicated to the peaceful repose of his vengeful soul.

To many foreigners, such beliefs may seem out of place in Japan's booming, industrial economy. But hundreds of well-kept shrines and temples, honoring the memory of fallen heroes and heroines, dot Tokyo's congested cityscape.

Thousands of Tokyoites call on the spirits each day, and night, with prayers for help with family troubles, success in business, good health and protection from accidents in the city's snarled traffic.

During O-bon, Japan's yearly "festival of the dead," many of the city's 12 million people flock to places like Kanda to offer rice and sake to the gods and to take part in traditional dances and songs aimed at appeasing the souls of their ancestors.

What gives the Japanese a healthy respect for the departed, said Keisuke Nishimoto, an authority on the nation's vast supernatural folklore, is "we believe the world of the spirits is only a very small step from our human world. The spirits must be properly treated because if they are left in ramble around between heaven and the here-and-now they can do many nasty things."

Japan's feverish postwar economic growth has helped push the country's spiritual life into the background and most of today's trendy younger generation regard open belief in the supernatural as unfashionable.

But the hair-raising tales of ghosts and goblins, once passed from one generation to another in the glow of the family charcoal

razier, are now kept alive by a multimillion-dollar media business that churns out a constant flow of films, television plays and best sellers that cater to the nation's appetite for the macabre.

The theme of revenge is the key to the stories that date from Japan's feudal period and tell of restless spirits of proud samurai warriors and faithful women jilted by husbands and lovers who return to wreak havoc on their earthly foes.

They still exert a powerful pull on the im-

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outlived the colorful festival held each September for centuries to honor the popular hero. Instead, they insisted, the money for the event should be funneled into the war effort in China.

In 1940, he recalled, the government's Ministry of Finance, then built on a nearby site, burned down during a thunderstorm and "people said it was the revenge of Masakado."

In the early postwar days, U.S. occupation forces brought in bulldozers to pave the area for a parking lot. Two Japanese workers were killed on the job, prompting a U.S. officer to call in Endo's father to explain the legend.

"The interpreter was very poor," said Endo, whose family has lived in Tokyo for 400 years, "so my father had to explain very simply that this was the home of a very big chief, like among the American Indians. The officer got the message and decided to spare the place."

Memorial Rebuilt

In the mid-1960s, Mitsui, Japan's giant trading conglomerate, bought the adjacent property for the construction of its 24-story tower headquarters. A rash of serious accidents and a tangled legal dispute halted work on the project for several years before Mitsui decided to spend \$75,000 to rebuild the Masakado memorial.

One top Mitsui executive suggested that the company views the sizable annual bill for carefully tending the spot as something of an insurance policy with the powers beyond the pale. "From the standpoint of our spiritual health," he said, "we cannot afford to contradict tradition."

Inside Mitsui's offices, each desk is positioned so that one of its 6,000 employees will be forced to sit with their backs respectfully displayed to Masakado's stone marker.

Earlier this year, Toshihiko Yahiro, Mitsui's president, called on Masakado's larger shrine in Kanda, the official said, to pray for help in Iran where the political turmoil has stalled work on the company's multi-billion-dollar petrochemical plant project.

"None of this can be proved by modern science," Endo said, "but for many centuries people have held to such beliefs and it is only natural that they have carried over until today."

Originally, Masakado's popularity, he said, stemmed from the fact that his rebellion "offered hope to people who suffered from the evils of politicians, heavy taxes and cruel treatment at the hands of the government."

Ancestors of today's Tokyoites organized festivals in his honor "so that they could let off steam. Things haven't changed. People still talk about Masakado's revenge and politicians here are basically the same as they were a thousand years ago."

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